



## Board Report

File #: 2023-0433, File Type: Program

Agenda Number: 41.

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### OPERATIONS, SAFETY AND CUSTOMER EXPERIENCE COMMITTEE OCTOBER 19, 2023

**SUBJECT: METRO TRANSIT AMBASSADOR PILOT PROGRAM EVALUATION**

**ACTION: APPROVE RECOMMENDATIONS**

#### **RECOMMENDATIONS**

CONSIDER:

- A. RECEIVING AND FILING the Evaluation of the Pilot Transit Ambassador Program; and
- B. AUTHORIZING the Chief Executive Officer (CEO) to establish a permanent Transit Ambassador Program and transition the program in-house ~~over the next 12 months~~.

#### **SANDOVAL AND DUTRA AMENDMENT:**

- C. REPORTING BACK at the April 2024 Board Meeting with a progress report on the transition of the Program, including (i) cost estimates of the in-house program as part of the Metro Fiscal Year 2024-2025 Budget, (ii) potential changes in program operations, and (iii) cost to provide an enhanced Ambassador program with coverage across the entire Metro transit system.

#### **ISSUE**

In September 2022, Metro initiated a pilot Transit Ambassador Program that introduced a public safety element of uniformed, unarmed visible presence while providing care-based, in-person assistance to riders, with the primary objective of enhancing the overall customer experience. Throughout the initial year of the pilot, the Ambassadors have proven to be an integral part of Metro's broader public safety network, collaborating with Metro's system security, law enforcement, crisis response, and homeless outreach teams. This report provides a comprehensive overview of the program's impact, including highlights of the positive effects the Ambassadors have had on the transit rider community, as well as lessons learned for improvement. The program has proven its effectiveness in achieving its objectives, supporting the recommendation to transition the outsourced Pilot Transit Ambassador Program to a permanent, in-house program.

#### **BACKGROUND**

After the George Floyd protests in 2020, a national conversation ignited regarding the state of public safety and law enforcement in the United States. Advocates from community organizations, especially those representing communities of color, contended that excessive policing led to unequal treatment and too many instances of unnecessary violence. At its June 2020 meeting, the Board approved Motion 37 by Directors Bonin, Garcetti, Hahn, Dupont-Walker, and Solis (Attachment A), directing the CEO to reimagine Metro's public safety programs and initiatives by focusing on opportunities for enhancing the agency's policing practices and expanding the range of available public safety measures to address a wider array of issues, including standing up a Transit Ambassador program.

In 2021, Metro staff developed the framework for a pilot Transit Ambassador Program. Staff collected direct feedback from internal and external stakeholder working groups, incorporated the priorities of the Metro Public Safety Advisory Committee (PSAC), solicited direct customer and employee feedback, and reviewed elements of other transit agency ambassador programs. At its February 2022 meeting, the Board received the reimagined public safety framework, which included the Transit Ambassador program to be deployed through an outsourced model for the pilot period and transition to in-house if the program becomes permanent. Following a competitive procurement process, at its June 2022 meeting, the Board authorized the CEO to execute contracts with Strive Well-Being Inc. (Contract No. PS88001001) and RMI International Inc. (Contract No. PS88001000) to provide a Pilot Transit Ambassador Program for a three-year base period for \$71,279,189, with two, one-year options for \$51,569,235 for a total not to exceed amount of \$122,848,424. Staff committed to evaluating the pilot program utilizing real-time data and customer feedback and return to the Board with a recommendation regarding the program's continuation.

### Ambassador Program Objectives

The program is designed with the following objectives:

- **Improve perceptions of safety** by providing a visible presence on the system to enhance riders' sense of personal safety and security. For issues that require special intervention, Ambassadors alert the elements of our public safety ecosystem:
  - Law enforcement regarding incidents of crime;
  - Metro transit security officers for code of conduct compliance;
  - Homeless outreach teams and crisis intervention teams who provide care-first support for vulnerable riders; andCleanliness and elevator/escalator maintenance issues that, if not promptly addressed, make stations, trains, and buses feel less safe.
  
- **Improve customer experience** by helping riders more confidently navigate the system, anticipate their needs, and proactively engage and connect with customers, and connect vulnerable riders to resources.

### Program Launch

In September 2022, the Ambassadors hired by Strive Well-Being and RMI began their comprehensive training. The following month, Metro soft-launched the Transit Ambassador Pilot Program alongside the debut of the K-Line. This new rail line, situated entirely within equity-focused communities, presented an ideal opportunity for testing alternative approaches to traditional policing. Metro initially deployed 54 Ambassadors on the K-line and Union Station. As more Ambassadors were hired, their deployment expanded across the system based on quantitative and qualitative data. The program was formally launched in March 2023 once the system-wide goal of 300 trained Ambassadors was met.

Today, Ambassadors are deployed on the Metro system from 6 a.m. to 10 p.m. Monday through Friday, from 8 a.m. to 8 p.m. on weekends, and during extended hours as needed to support special events. They wear brightly colored uniforms so riders can easily identify them, and they are equipped with cell phones and tablets utilized to report safety, maintenance, and cleanliness issues via the Transit Watch app, or to contact appropriate Metro staff for issues that need immediate attention.

### Ambassador Background and Training

Metro Ambassadors are diverse, and multilingual, and live in the communities Metro serves. In fact, 44% of Ambassadors speak one of sixteen languages other than English, including Spanish, American Sign Language, Chinese, French, Tagalog and more. All have either lived or professional experiences that increase their ability to perform their job with empathy, respect, and skill.

To ensure Ambassadors are prepared for this role, they are required to complete a comprehensive 80-hour pre-deployment training curriculum that includes cultural and situational awareness, implicit bias, disability awareness, public safety awareness, emergency preparedness, CPR, customer service, trauma-informed response, and conflict de-escalation. Ambassadors are also educated on transit operations and trained to seek the appropriate response from maintenance, transit security, law enforcement, and/or homeless outreach services. The training curriculum was developed by staff from various Metro departments with input from external partners, such as Metro's homeless outreach provider PATH and Metro's law enforcement partners. At the request of the Board, the training was extended in March 2023 to include NARCAN.

## **DISCUSSION**

Ambassadors quickly became a critical component of Metro's multi-layered approach to improving public safety in keeping with the agency's Board-adopted Public Safety Mission and Values (Attachment B). Metro deploys an average of 236 Ambassadors daily to locations where customer safety concerns have been the greatest. Eighty-one percent of the Ambassadors are deployed to rail lines and stations, and 19% are deployed on bus lines (Lines 20, 40, 210, 720 and the J Line).

In response to ongoing concerns regarding passenger safety, both at station platforms and aboard

trains and buses, Ambassadors are deployed as dedicated riding teams, each assigned to specific rail or bus lines. In addition, certain Ambassadors operate in mobile/roving teams, riding buses and trains, alighting at stations, and promptly reporting incidents transpiring on platforms and mezzanine areas before reboarding for the next station. They are also deployed to fixed posts as needed for special events or initiatives. As the pilot program evolved, time and accumulated experience revealed that they are an invaluable resource for public safety and security, as evidenced through serving as eyes and ears on the system, the administration of lifesaving actions (CPR and Narcan doses), and the numerous testimonials from satisfied customers.

### Year in Review

Ambassadors reported 502,656 interactions with riders (interactions are defined as engagement with riders - that is beyond a simple greeting, such as help with wayfinding). This increased Metro's face-to-face customer service interactions by 256%, when compared to 174,751 visits to the Metro Customer Service Centers during the same period. These interactions convey to customers that assistance is readily available for any needs they may have, thereby helping alleviate potential anxieties or concerns they might have about riding the system.

In the first year of service, the pilot Transit Ambassador Program has seen significant achievements and successful outcomes. This innovative program exceeded its established objectives, demonstrating its capacity to positively impact public safety and enhance the experience of our Metro riders and employees. The findings within this report underscore the significance of this initiative and the potential for its continued success in creating a safer and more welcoming transit environment for all.

### Pilot Period Evaluation

Metro launched the evaluation of the pilot Transit Ambassador Program following its first year, driven by the program's success and the favorable results it achieved. The program evaluation includes the review and analysis of customer feedback provided via social media, calls and emails to the Metro Call Center, the examination of the Ambassadors' reported activity during the program's initial year of implementation and an Ambassador Evaluation Survey to supplement the customer feedback (Attachment C).

### Overall Assessment

The data collected and customer responses validate that the Ambassador program is meeting its intended objectives to improve the customer experience and improve safety and perceptions of safety, including helping to facilitate improved maintenance and cleanliness on the system. The bottom line: 61% of customers surveyed who have seen Ambassadors want to see more of them on the system, and 54% stated that Ambassadors make them want to ride Metro more. The details of the findings are outlined below.

### Improving Perceptions of Safety

The Ambassadors have served as effective eyes and ears on the system, providing system safety and law enforcement information they can use to more quickly respond to safety issues on the system. Since the inception of their deployment in October 2022 through September 2023,

Ambassadors have reported 1,994 safety-related incidents through the Transit Watch App (Attachment D) and made 665 phone calls to 911 or Metro's Security Operations Center. They have also saved lives through CPR, suicide prevention, and the administration of NARCAN. In fact, the successful use of NARCAN by Ambassadors has saved 52 riders since they began carrying it in mid-April 2023, an average of three lives saved each week in just the last six months.

### **Visible presence makes a difference**

The visible presence of Metro Ambassadors contributes to the perceptions of safety, with the overwhelming number (97%) of survey respondents who reported having seen Ambassadors stating that Ambassadors are easy to see and 63% stating that seeing them made them feel safer. Of those who reported seeing an Ambassador, 40% had asked them for help, and among those who had asked for help, 96% found them to be helpful.

It appears that the interactions are important because the customers with more interactions with the Ambassadors were more likely to be satisfied with feeling safe from crime on the Metro system. The survey found that 43% of those who stated they have asked Ambassadors for help are satisfied with safety from crime, compared to 33% of those who have not seen Ambassadors.

Ultimately, 63% of those surveyed indicate that seeing an Ambassador makes them feel safer. That number increases to 66% among women and among people earning less than \$25K a year, 68% among people Hispanic/Latinos and people under the age of 18 and 70% among Asian/Pacific Islanders.

Qualitative reports from riders indicate that Ambassadors have responded quickly when customers had an immediate safety need, aided in identifying and even apprehending aggressors, deterred the use of illegal drugs aboard the system, and helped riders in physical distress. Below is a compilation of customer comments that highlight how Ambassadors have enhanced safety on the transit system:

- *"Today, March 12, 2023, Mr. Sanchez a Metro Ambassador helped me very much. I just got off the bus, 210, at Crenshaw and 42nd. I was waiting the bus 105 to La Brea and Obama. A "homeless" came up to me. He was deranged! He was cussing and threatening me. I am disable. Mr. Sanchez knew exactly what to do. He first introduced from Metro. He engaged in light conversation until the "deranged" man had passed. Mr. Sanchez waiting with me until my bus arrived! Thank you for Ambassador Mr. Sanchez and for all the good people who work at Metro!!" Customer comment, March 12, 2023*
- *"As a lone female rider on public transport, I just wanted to say how much I appreciate the metro ambassadors' program. It makes a huge difference to my experience/sense of personal safety, and it'll really help ridership! Thank you! Please let me know if there is any way I can support the program!!" Customer comment, May 29, 2023*

- *“Having metro ambassadors on the buses and train and at bus stops, makes me feel a bit safer. Though they aren’t security, they are there to enforce metro rules, so I know if anyone near me is being weird I just stand or sit near them and carry on waiting.” Customer comment, July 28, 2023*

Riders’ perceptions of safety and enjoyment of their riding experience are significantly influenced by the physical conditions of the Metro system. Therefore, a significant scope of the Ambassadors’ role is to facilitate timely resolution of cleanliness and maintenance issues. From the inception of their deployment in October 2022 through September 2023, Ambassadors doubled the total number of incidences and issues that were reported, including:

- 9,404 cleanliness and maintenance issues (an additional 8,141 issues reported directly from riders)
- 2,809 graffiti sightings (an additional 1,416 sightings were reported by riders); and
- 2,671 escalator and elevator problems (an additional 1,884 were reported by riders)

The Survey found that more than half of customers who have seen the Ambassadors noted that their riding experience has improved over the last year. When asked what has contributed to that improvement, 17% of those who said it had improved cited improved safety and 16% cited improved cleanliness. “I think the new Metro Ambassadors at the stations has really helped the cleanliness and overall safety of the stations and trains,” said one survey respondent.

### *Ambassadors are Saving Lives*

The opioid crisis has cast a deadly shadow over the nation, significantly impacting the communities Metro serves and, consequently, the transit system. As the crisis continues to unfold, individuals in need of urgent medical attention due to overdoses aboard Metro’s trains and buses. In this challenging context, ambassadors have emerged as unsung heroes.

Since the Program’s launch, Ambassadors have provided lifesaving treatment on more than 70 occasions. During the first week of their deployment alone, the Metro Ambassadors saved three lives by using CPR and/or calling in emergency help, and throughout the first year, Ambassadors have saved 20 lives using CPR, suicide prevention, and other interventions, demonstrating the critical impact that a robust, effectively trained team focused on safety and the customer experience can have on the system.

That number increased significantly in April 2023 after Ambassadors were equipped with and trained, at the request of the Board, to administer the life-saving opioid overdose reversal medication NARCAN. Ambassadors have played a crucial role in responding swiftly to overdose incidents on transit and in the stations. Over the past six months, Ambassadors have administered Narcan on 52 separate incidents, thereby providing lifesaving treatment to individuals who were overdosing, considerably augmenting the same intervention by transit security officers who administered Narcan during 33 incidents during the same period.

Improving the Customer Experience

*Flexible Deployment Improves Service*

Metro staff knew that deployment would be key to the success of the Ambassador program. Ambassadors need to be deployed where and when customers felt less safe or would need the most help navigating the system. Staff knew from customer comments that customers feel less safe while waiting on station platforms and aboard trains and buses - both are times when riders feel it would be more difficult to escape an uncomfortable situation. Therefore, most of the Ambassadors are deployed as riding and roving teams where they ride a specific rail or bus line and help customers onboard vehicles, exit at each station or stop, and report any incidents at station platforms and mezzanine areas, then re-board the train to the next station. This deployment has helped to improve the customer experience.

The Pilot Transit Ambassador Program has proven to be valuable for its adaptability and capacity for real-time response. One of the program’s notable features is the ability to swiftly address issues as they arise, offering a flexible and dynamic approach to ensuring the safety and convenience of our riders. This real-time responsiveness has allowed Metro to effectively manage unexpected challenges, such as unexpected service disruptions, with rapid redeployment of resources.

Furthermore, the program's flexibility has been instrumental in supporting large, planned events, where the demand for coverage surges. By strategically deploying Ambassadors during these high-ridership occasions, Metro has ensured the smooth flow of operations and an enhanced experience for the thousands of riders who may be new to our services during such events. This dual capacity for addressing immediate needs and scaling up for special events has made the Pilot Transit Ambassador Program an indispensable tool in Metro’s efforts to provide exceptional service and safety to our Metro riders and employees. Below is a selection of special events and service challenges during which Ambassadors provided valuable assistance:

<b>Special Events</b>	
<ul style="list-style-type: none"> <li>• USC Festival</li> <li>• CicLaVia</li> <li>• Taylor Swift Concert Series</li> <li>• 2023 Train Festival</li> <li>• NYE Grand Park Celebration</li> <li>• LAUS Tree Lighting Event</li> </ul>	<ul style="list-style-type: none"> <li>• Rose Parade</li> <li>• Academy Awards</li> <li>• Rams and Chargers Games</li> <li>• USC and UCLA Football Games</li> <li>• LAFC Soccer Games</li> <li>• NCAA Championship Football Game</li> </ul>

<b>Service Disruptions</b> <ul style="list-style-type: none"> <li>• Bus Bridge Support</li> <li>• Metro Bus Shake-Ups</li> <li>• Union Station Flooding</li> </ul>	<b>Security Deployments</b> <ul style="list-style-type: none"> <li>• Anti-Drug Campaign (B/D lines)</li> <li>• Surge Deployment (B/D lines)</li> <li>• Multi-layer Deployment</li> </ul>
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- Redondo Beach Transit Center Service Transition
- Regional Connector Pre-revenue Testing

Feedback from riders regarding Ambassadors has been overwhelmingly positive, underscoring their significant contributions to enhancing the overall Metro experience. Riders have consistently reported that Ambassadors not only create a friendly and approachable atmosphere by answering questions but also go above and beyond by providing valuable assistance, such as aiding individuals with walkers, facilitating ticketing processes, offering guidance in wayfinding, serving as an elevator attendant, and ensuring a seamless utilization of the Metro system. As noted earlier, Ambassador Evaluation Survey respondents who had seen Ambassadors overwhelmingly reported Ambassadors being easy to see (97%). They also reported that the Ambassadors are friendly (94%), approachable (94%), easy to communicate with (93%), informative (92%), and eager to help (90%). These traits go a long way to providing a high-touch in-person customer experience for our customers.

Customer comments illustrate the tangible improvements in the customer experience:

- *“Hello. Thank you, thank you, thank you, for the goodwill ambassadors on trains and in stations. A huge difference in riding experience. Ambassadors are friendly, smiling, helpful, and welcoming. Literally they offer “welcome” on the train. A great idea. Hope they continue the program for good. Trains even seem cleaner. The despair felt on trains seems to be lifting. Just the presence alone of ambassadors is huge. Thanks again. PS... hope the same is done for buses too.” Ambassador Evaluation Survey respondent, Summer 2023*
- *“Thank you for adding ambassadors to trains and stations! Terrific. Makes a huge difference. Ambassadors are kind, friendly, and welcoming. Well done. Great employees. I make it a point to stop and thank them all the time. The despair I felt on trains is lifting. Feels, safer, cleaner, and less stressful on trains. Energy is different! Amen! Hope Metro does the same for buses in some form. And please keep ambassadors in place.” Customer comment, May 19, 2023*
- *“I just wanted to say Mario Estrada, a Metro Ambassador that was at the Little Tokyo station was so helpful and kind in answering my questions about the new metro lines. I was so confused on how to find my way and he explained everything showed me on the map the changes. I have had a hard time figuring out this new change and he was very helpful.” Customer comment, July 2, 2023*

Based on the Metro Ambassador Evaluation Survey, Ambassadors appear to improve the Metro customer experience. 54% of riders who have seen ambassadors, and 61% of those who have



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asked an ambassador for help, believe their riding experience has improved, relative to only 45% of those who have not seen ambassadors. In addition, those who have had more interaction with Ambassadors have higher overall satisfaction with the Metro riding experience. For example, 66% of those who have asked Ambassadors for help indicate they are satisfied with Metro, relative to 57% of those who have not seen an ambassador.

### Areas for Improvement

Based on customer comments and survey results, staff were able to identify some areas of improvement for the program. These are:

- Ensure the Ambassadors have ample break rooms so that they are not viewed in public taking their breaks - which has led to the perception by some that they are “just sitting or standing around.”
- Provide “Transit Watch App” branded phone cases so that customers better understand that when Ambassadors are “looking at their phones” they are usually reporting incidents on the Transit Watch app.
- Expand Ambassador deployment to more areas of the system.
- Expand Ambassador working hours to support customers early and late.
- Consider expanding what Ambassadors can do (e.g., enforce the code of conduct) and launch a communications campaign to ensure riders know clearly what they do and don’t do.
- Provide Ambassadors with radios so they can communicate directly with the other layers of the public safety ecosystem, enabling a faster response to issues.
- Provide additional tools so the Ambassadors are more quickly apprised of service disruptions.

### ***Transitioning from outsourced Service to an in-house Model***

Metro’s Pilot Transit Ambassador Program is inspired by other programs in San Francisco on the Bay Area Rapid Transit (BART) system and Philadelphia on the Southeastern Pennsylvania Transportation Authority’s (SEPTA) transit system. Since the launch of Metro’s program, several other transit agencies across the nation have initiated ambassador programs to enhance safety and security, as further summarized in Attachment E.

Currently, 11 other transit agencies have initiated ambassador programs, and over 70% have chosen to manage their programs in-house, utilizing their own employees. Additionally, more than half of these agencies have integrated their ambassador programs into their broader public safety and security framework.

There are several benefits to transitioning to an in-house model:

- As represented Metro employees, Ambassadors would have access to enhanced career opportunities such as promotion opportunities across the agency, improved health and retirement benefits, access to Metro’s suite of training courses, and job security. The current retention rate of Ambassadors is 73% vs the current retention rate of represented Metro

employees at 86%.

- Administrative: With several vendors managed by a small in-house team, the administration (e.g., ID badge issuance and replacement) can be cumbersome.
- Opportunities for improved service through uniformity in issued technology, pre-employment background checks, training, Standard Operating Procedures (SOPs), and policies that are currently slightly different depending on the vendor.
- Opportunities for closer collaboration with other Metro employees, particularly those who are a part of the multi-layer approach to safety.

As previously stated in February 2022, staff expressed the intent to bring this program in-house if it were to become permanent. Metro's Board adopted the Living Wage and Service Contract Worker Retention Policy (Attachment F) mandates that employers under Metro service contracts, meeting specific criteria concerning value and duration, must ensure the retention of workers by the successor contractor. Staff believes this policy should be applicable to Metro as well when the agency assumes the role of the successor employer. Therefore, should the Board approve the permanency of the Transit Ambassador Program, staff will work with the two contractors currently providing ambassadors to facilitate the transition of these employees into Metro as permanent employees.

When the pilot program commenced, two labor unions claimed the ambassador work as the responsibility of their members: the Transportation Communications Union whose members primarily perform customer service duties and the Teamsters Union whose members provide uniformed safety and security functions. Before establishing the internal Ambassador classifications, Metro staff intends to notify and meet with the appropriate labor union representatives to address the issue of labor representation. The supervisory positions are the responsibility of the American Federation of State, County and Municipal Employees, as such, their members would supervise the daily operations of the ambassador program if it is brought in-house.

### **DETERMINATION OF SAFETY IMPACT**

Consistent with the Board-adopted Public Safety Mission and Values, Metro has sought to engage a multi-layered approach to public safety that strategically mobilizes unarmed first responders. Ambassadors have demonstrated that they can play a significant role in Metro's public safety ecosystem and work in connection with Metro security, law enforcement, crisis response teams, and homeless outreach teams to effectively engage riders and improve perceptions of safety. Ambassadors are a vital layer within Metro's overall public safety ecosystem in connection with Metro's system security, law enforcement, crisis response teams, and homeless outreach. The evaluation completed over the first year of the pilot program validates this position, and data from the past year affirms that Ambassadors have frequently been involved not just in reporting challenges on the system but in directly administering lifesaving treatment to individuals on the system during times of need.

### **FINANCIAL IMPACT**

The combined board approved not-to-exceed amount for Strive Well-Being and RMI International, inclusive of the executed contracts and future options, over the five-year pilot is \$122,848,424. Total expenditure spent to date through August 2023 is \$23,484,066.

The FY24 Budget includes \$20 million for the Transit Ambassador program in Cost Center 5420, Customer Programs and Services, under Project 300040, Rail Operations Management and Admin and Project 300014, Regional Activities. Since this is a multi-year program, the Cost Center Manager, Project Manager, and Chief Customer Experience Officer will be responsible for budgeting the costs in future years.

#### Impact to Budget

The sources of funding are Enterprise Funds and bus and/or rail operating eligible federal, state, and local resources.

### **EQUITY PLATFORM**

In establishing the Pilot Transit Ambassador Program, Metro has sought to deliver an improved overall customer experience on the transit system through this customer-facing program on board bus and rail vehicles and at transit stations, through staff that is representative of Metro and the communities we serve. An equity review was completed by Metro staff before the final deployment model for the program to ensure that the program had staff assigned to work in high need areas, including bus stops/stations and rail stations within Equity Focus Communities.

The recommendation to transition to an in-house model would institutionalize this successful pilot that has demonstrated system safety can be supported by unarmed customer-oriented staff. Essential and direct service workers are often more vulnerable members of the overall labor force and an in-house model is expected to provide career advancement opportunities for ambassadors who provide a valuable direct service to Metro customers and the overall system.

### **IMPLEMENTATION OF STRATEGIC PLANNING GOALS**

The Ambassador Program is aligned with the Vision 2028 Strategic Goal 2 - Deliver outstanding trip experiences for all users of the transportation system and supports the agency's implementation of the 2022 Customer Experience Plan Goals. The program also supports Goal 2.1: Metro is Committed to improving security by providing a more visible presence of trained, easily identifiable, uniformed staff that customers can rely on.

### **ALTERNATVES CONSIDERED**

1. The Board could opt to end the pilot Ambassador Program. This is not recommended given that the program has demonstrated its efficacy in achieving its intended objectives to improve the customer experience and safety on the system.

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2. The Board could decide to continue the Ambassador Program as a pilot. Staff does not recommend this because it has already demonstrated its efficacy in achieving its intended objectives to improve the customer experience and safety on the system. Implementing a permanent program in lieu of continuing the pilot will create long-term employment opportunities and career growth for ambassadors. Over the past year, the pilot Ambassador Program turnover rate was 27% vs Metro's represented employee rate of 14.2%.

### **NEXT STEPS**

If the Board approves transitioning the Pilot Transit Ambassador Program to a permanent, in-house program, staff will implement a worker retention plan to hire the existing qualified ambassadors as Metro employees over the next 12 months and notify and meet with the appropriate labor union representatives to address the issue of labor representation. Staff will also make enhancements to the ambassador roles and deployment plans, such as expanding the hours of ambassador shifts to cover Metro hours of operation. Staff will be using the evaluation to refine, adjust, and enhance the program, ensuring that the Transit Ambassador Program remains responsive, effective, and aligned with Metro's missions and goals.

### **ATTACHMENTS**

Attachment A - Motion 37 by Directors Bonin, Garcetti, Hahn, Dupont-Walker, and Solis

Attachment B - Metro Public Safety Mission & Values Statement

Attachment C - Ambassador Evaluation Survey

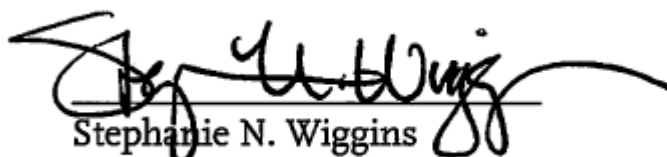
Attachment D - Ambassador Transit Watch Reports

Attachment E - Transit Agencies with Ambassador Programs

Attachment F - Metro Living Wage and Service Worker Retention Policy

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Chief Executive Officer



## Board Report

File #: 2020-0429, File Type: Motion / Motion Response

Agenda Number: 37.

### OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE JUNE 18, 2020

#### Motion by:

#### **DIRECTORS BONIN, GARCETTI, HAHN, DUPONT-WALKER, AND SOLIS**

#### A Community Safety Approach to System Security and Law Enforcement

On March 13, 2020, Breonna Taylor, a 26-year-old emergency room technician, was killed in her home by a Louisville police officer who was carrying out a search warrant in the middle of the night. On May 25, 2020, George Floyd was killed by a Minneapolis police officer during an arrest for allegedly using a counterfeit \$20 bill. These deaths and many before them, including here in Los Angeles, have sparked demonstrations for racial justice and a national conversation about the appropriate role of police in our society and the particular threats faced by Black people during interactions with law enforcement.

Community leaders are demanding a shift in how agencies deliver public safety at every level of government. This includes reforming police practices as well as reallocating resources typically devoted to policing to other forms of community safety. In a transit environment, safety is typically provided through design, staff presence, aid station access, and law enforcement. Given recent events, it is prudent for Metro to reevaluate its safety strategies to ensure it is meeting the needs and expectations of our riders. Metro should work in partnership with community leaders to re-envision transit safety and community-based approaches to policing leading up to and as part of the 2022 renewal of the multiagency police contract.

#### **SUBJECT: A COMMUNITY SAFETY APPROACH TO SYSTEM SECURITY AND LAW ENFORCEMENT**

#### **RECOMMENDATION**

APPROVE Motion by Directors Bonin, Garcetti, Hahn, Dupont-Walker, and Solis that the Board direct the Chief Executive Officer to:

- A. Establish a Transit Public Safety Advisory Committee. This committee should incorporate the existing Community Safety & Security Working Group and include additional perspectives that represent Metro's ridership and advocacy organizations, including but not limited to racial,

cultural, gender, income, geography, immigration status, and housing status.

- B. In partnership with the Advisory Committee, Office of Civil Rights, Executive Officer for Equity & Race, and Executive Officer for Customer Experience, develop a community-based approach to public safety on the transit system, including but not limited to:
1. A transit ambassador program that provides staffed presence at Metro facilities and on Metro vehicles.
  2. Alternatives to armed law enforcement response to nonviolent crimes and code of conduct violations.
  3. Greater community stewardship of transit spaces, such as supporting street vending in transit plazas.
  4. The Universal Blue Light program proposed in Metro's June 2018 ridership initiatives (BF 2018-0365).
  5. Education about and expansion of fare discount programs.
  6. Outreach and services for unhoused individuals.
  7. A shift of resources from armed law enforcement to the above strategies.
- C. Consult with the Advisory Committee when developing the new scope of services, budget, and other provisions of the multiagency police contract renewal.
- D. Report back to the Operations, Safety, and Customer Experience Committee in 90 days, and quarterly thereafter until the 2022 contract renewal. In the final quarterly report of 2022, include an external, third-party evaluation of the effectiveness of the Advisory Committee and a recommendation on whether it should continue.

# **Public Safety Mission and Values Statements**

## **Mission Statement**

Metro safeguards the transit community by taking a holistic, equitable, and welcoming approach to public safety. Metro recognizes that each individual is entitled to a safe, dignified, and human experience.

## **Values Statements**

### **Implementing a Human-Centered Approach**

Metro commits to pursuing a human-centered approach to public safety. This means working in partnership with historically neglected communities to build trust, identify needs, and create alternatives to traditional law enforcement models.

### **Emphasizing Compassion and a Culture of Care**

Metro commits to treating all transit riders, employees, and community members with dignity and respect. The key pillars of our approach to public safety are compassion, kindness, dependability, and fair treatment for all.

### **Recognizing Diversity**

Metro commits to recognizing and respecting the wide range of people and communities we serve. Metro will work with transit riders, community members, families, neighborhoods, and historically underserved groups to identify needs and tailor public safety approaches.

### **Acknowledging Context**

Metro understands that neglected communities have disproportionately endured the negative effects of systemic inequalities. Historically, institutions have excluded these same groups from decision-making. Metro's approach to public safety recognizes this context and seeks reparative models to minimize harm and promote inclusion.

### **Committing to Openness and Accountability**

Metro's commitment to public safety recognizes that the agency must operate with the highest ethical standards, prioritize transparency, and rely on community-defined accountability measures.

# Metro Ambassador Pilot Program

## Ambassador Evaluation Survey

October 2023





# Ambassador Evaluation Survey

**Fielded: July 28 – August 7**

## Sample Definition

- Demographics & riding frequency match 2022 on board CX Survey
- Ratio of bus/rail riders based on 2023 boardings through August

**Total Completes: 11,337, via**

- Metro.net riding pages pop-up
- Transit App Push Notification
- TAP Rider Email

**Completes in:**

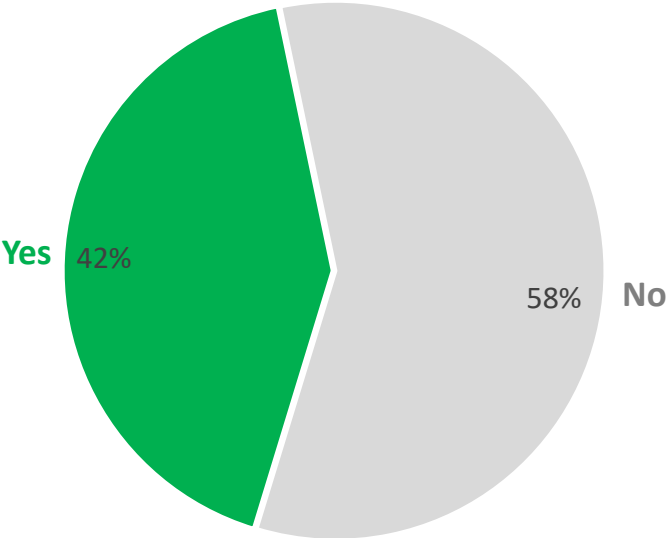
- English: n=9,292
- Spanish: n=2,045

Weighted Survey Demographics	Bus Riders	Rail Riders
	78% of sample	22% of sample
Hispanic / Latino	63%	50%
Black/African-American	16%	16%
White	11%	20%
Asian, Native American, Other	10%	16%
Spanish Dominant <small>(Speaks Spanish at Home AND speaks English less than very well)</small>	24%	13%
Speak English Very Well or Well	73%	85%
English - Not well or not at all	27%	15%
Speak Spanish at Home	58%	44%
Under \$15,000	43%	32%
\$15,000-\$24,999	25%	19%
\$25-\$49,999	21%	21%
\$50-\$99,000	8%	17%
\$100,000+	3%	12%
Under 18	8%	5%
18-24	18%	19%
25-44	35%	42%
45-64	31%	28%
65+	9%	7%
Female	49%	44%
Male	49%	54%
Other (Non-Binary, Other)	1%	3%
Payment Use Most on Bus: Cash	32%	NA
TAP card	55%	NA
TAP app	7%	NA
Apple PAY	4%	NA
How often ride Metro	Bus	Rail
5 or more days a week	63%	47%
3-4 days a week	20%	21%
1-2 days a week	8%	10%
1-3 days a month	5%	11%
Less than once a month	4%	10%
Regular access to car - Yes	22%	38%
No	78%	63%
Have Smartphone w/ connection to apps - Yes	79%	80%
No	21%	20%

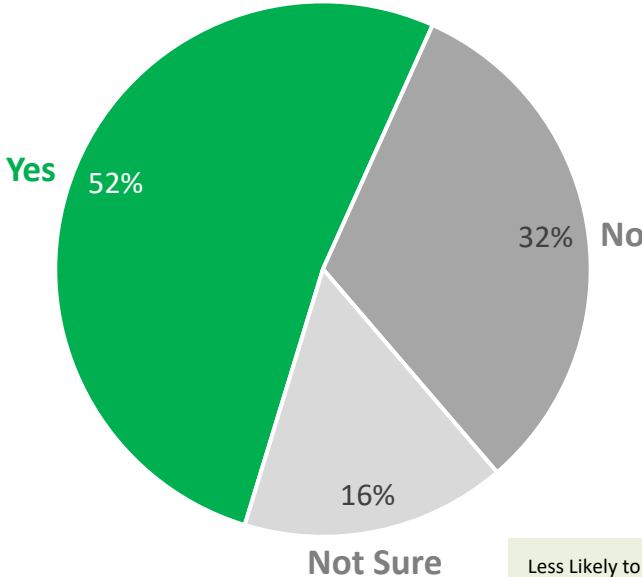
# Ambassadors Interaction Overview

# About half of riders have seen ambassadors on the system

**% of Riders Who've Heard Metro is Adding Ambassadors**



**% of Riders Who've Seen Metro Ambassadors**  
(Shown Picture to Remind of Appearance)



Less Likely to Have Seen Ambassadors:

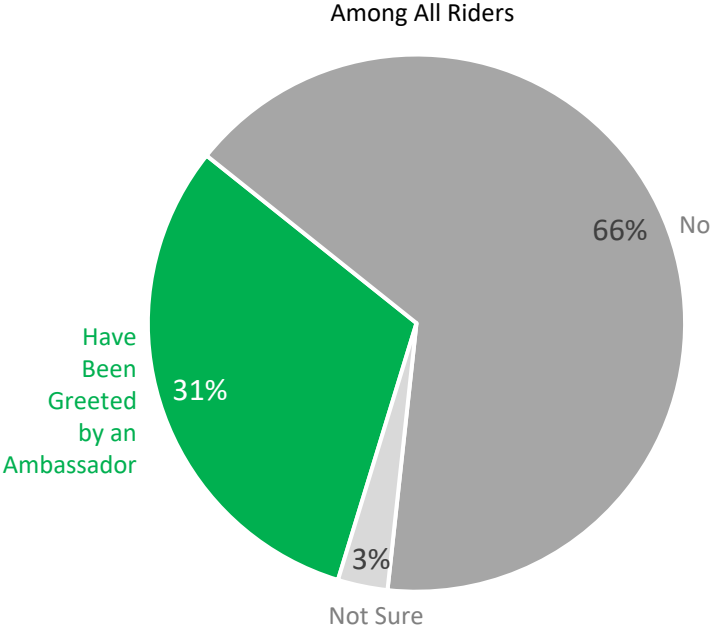
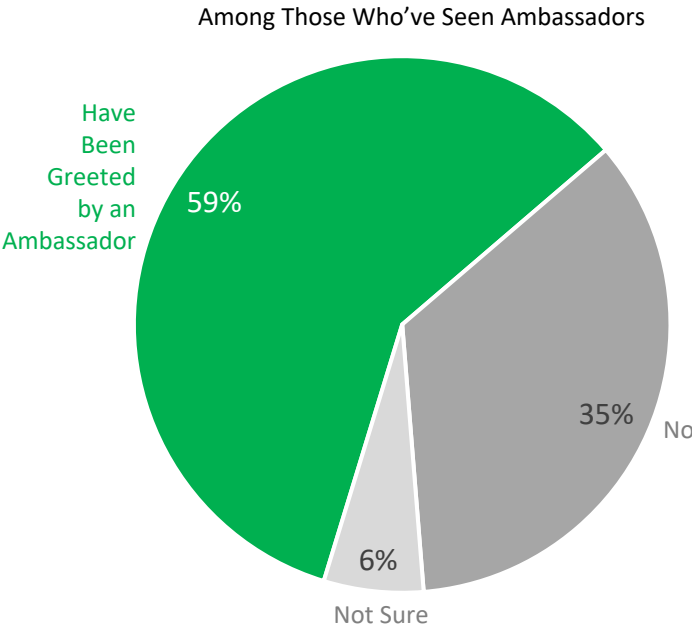
- Women (48%)
- Asian/Pacific Islanders (41%)
- Hispanics/Latinos (35%)



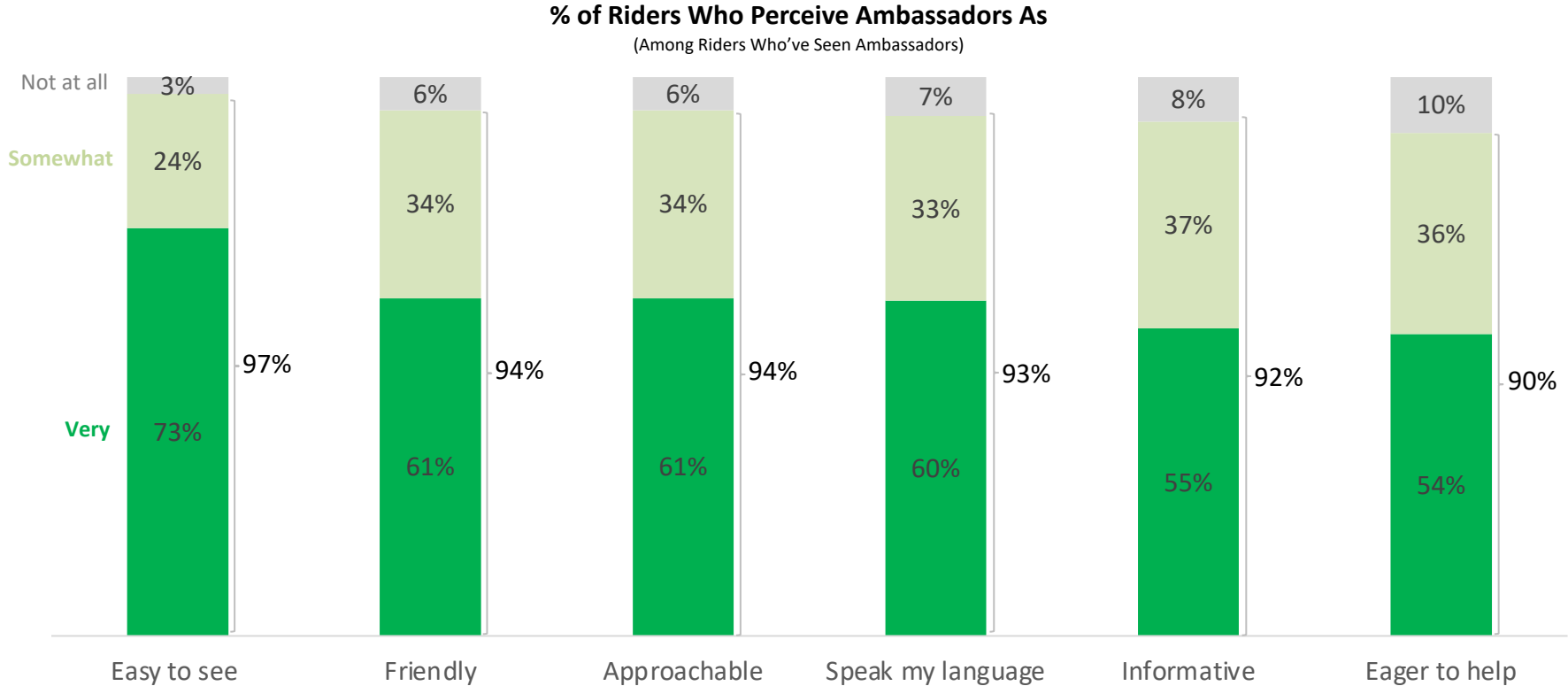
Source: Ambassador Program Survey, July-Aug 2023  
Q: Before today, have you heard that Metro is adding Metro Ambassadors to select buses, trains, and in stations? n=11,337  
Q: Have you seen Metro's Ambassadors on the Metro system, including on trains, buses, or in stations or at bus stops? They look like this. n=11,337

# Most riders who have seen ambassadors have been greeted by them

## % Who've Been Greeted by Ambassadors



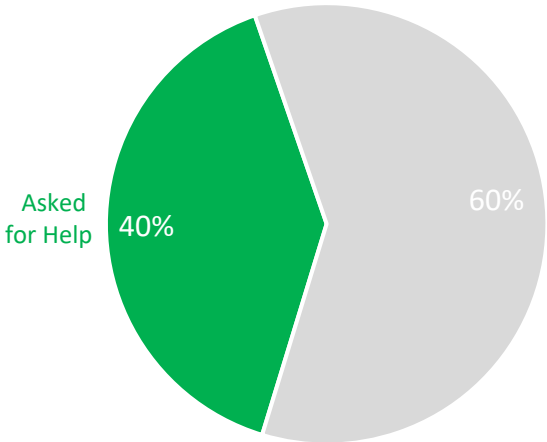
# Ambassadors are perceived to be friendly, informative, and helpful



# Riders who have asked Ambassadors for help have found them very helpful

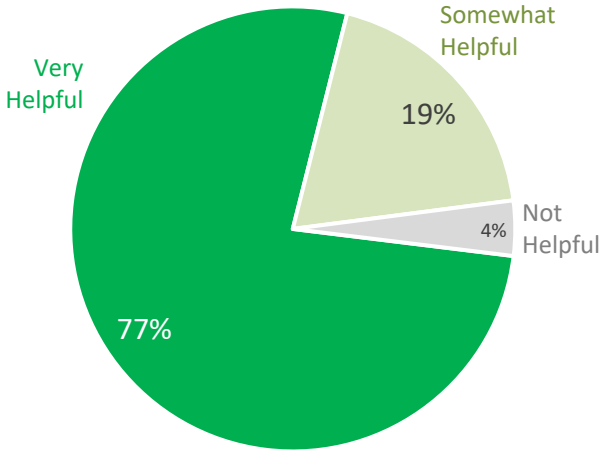
## % Who Have Asked Ambassadors for Help

(Among Those Who've Seen an Ambassador)



## % Who Found Ambassadors Helpful

(Among Those Who've Asked an Ambassador for Help)



Having ambassadors in the area are **helpful**. Any employees I have approached for info have been **courteous** and able to answer **questions**.

Rider, San Bernadino

They're very **helpful** whenever I have **any questions**.

Rider, South LA

I saw a lot of Metro ambassadors visible saying hello to passengers if they have **any questions**. They are **friendly**.

Rider, Pasadena

Source: Ambassador Program Survey, July-Aug 2023  
Q: Have you asked a Metro Ambassador a question or for help? n=5,889  
Q: When you have asked an Ambassador for help, what have you needed help with? n=5,889  
Q: What has made your Metro riding experience better?

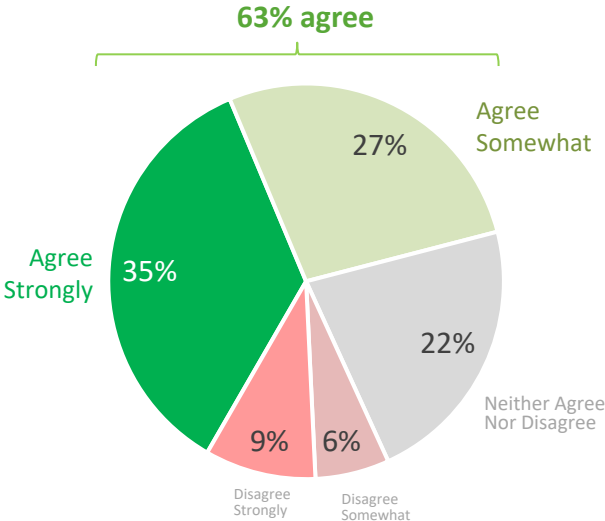


Ambassador Program Goal:

**Improve Perceptions of Safety**

# Most riders agree that seeing Ambassadors on Metro makes them feel safer

**% Who Agree**  
**Seeing Ambassadors Makes Them Feel Safer**  
(Among Those Who Have Seen Ambassadors)



I think the presence of Metro ambassadors has helped discourage illegal activity on the train

Rider, Pasadena

The ambassadors have cleaned up the environment some.

Rider, Westlake

I think the new metro ambassadors at the stations has really helped the cleanliness and overall safety of the stations and trains

Rider, Glendale

I haven't been on the Metro in over 5 years and I remember hating it because it felt unsafe. Now I absolutely love it because I feel safe and welcomed with the Ambassadors and security you have staffed.

Rider, Rampart Village

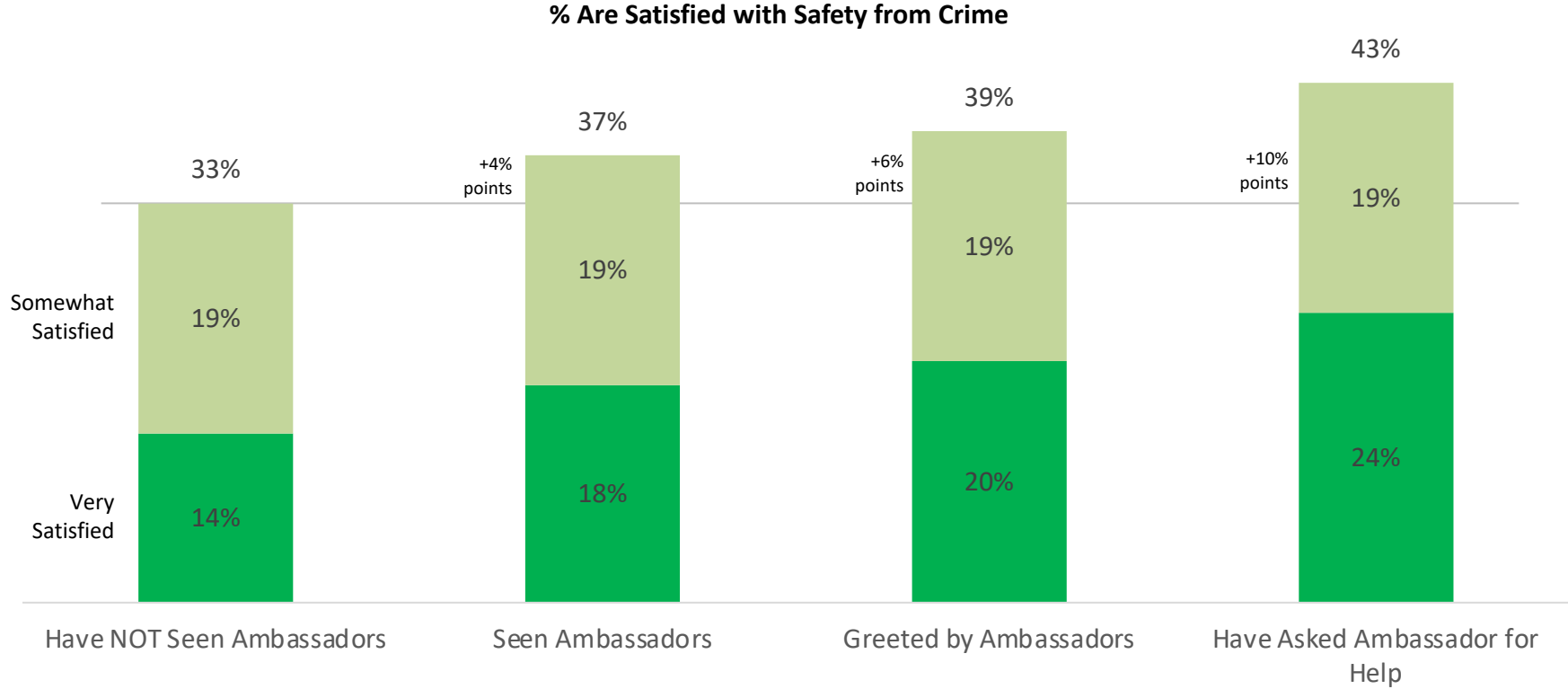
**More Likely to Agree Ambassadors Make Them Feel Safer:**

- Asian/Pacific Islanders (70%)
- Hispanics/Latinos (68%)
- Women (66%)
- Under \$25K HHI (66%)

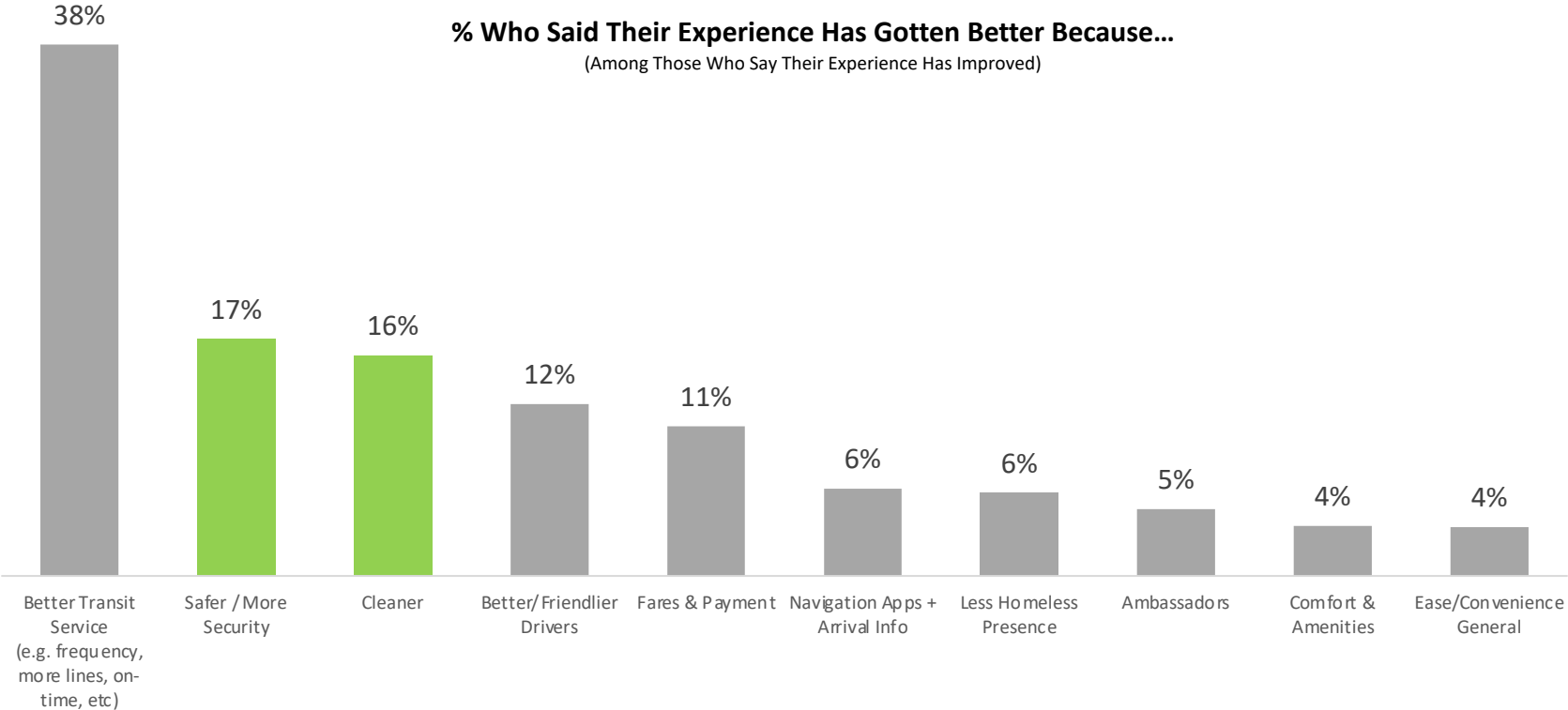
Source: Ambassador Program Survey, July-Aug 2023  
Q: How much do you agree or disagree with the following statements? n=5,889  
Q: What has made your Metro riding experience better?



# Those who have interacted with Ambassadors are more satisfied with safety from crime



# When asked what has improved their overall Metro riding experience, 17% said it was safer and 16% said it was cleaner



# While some riders prefer either armed or unarmed security/staff, many see the benefit of having both.



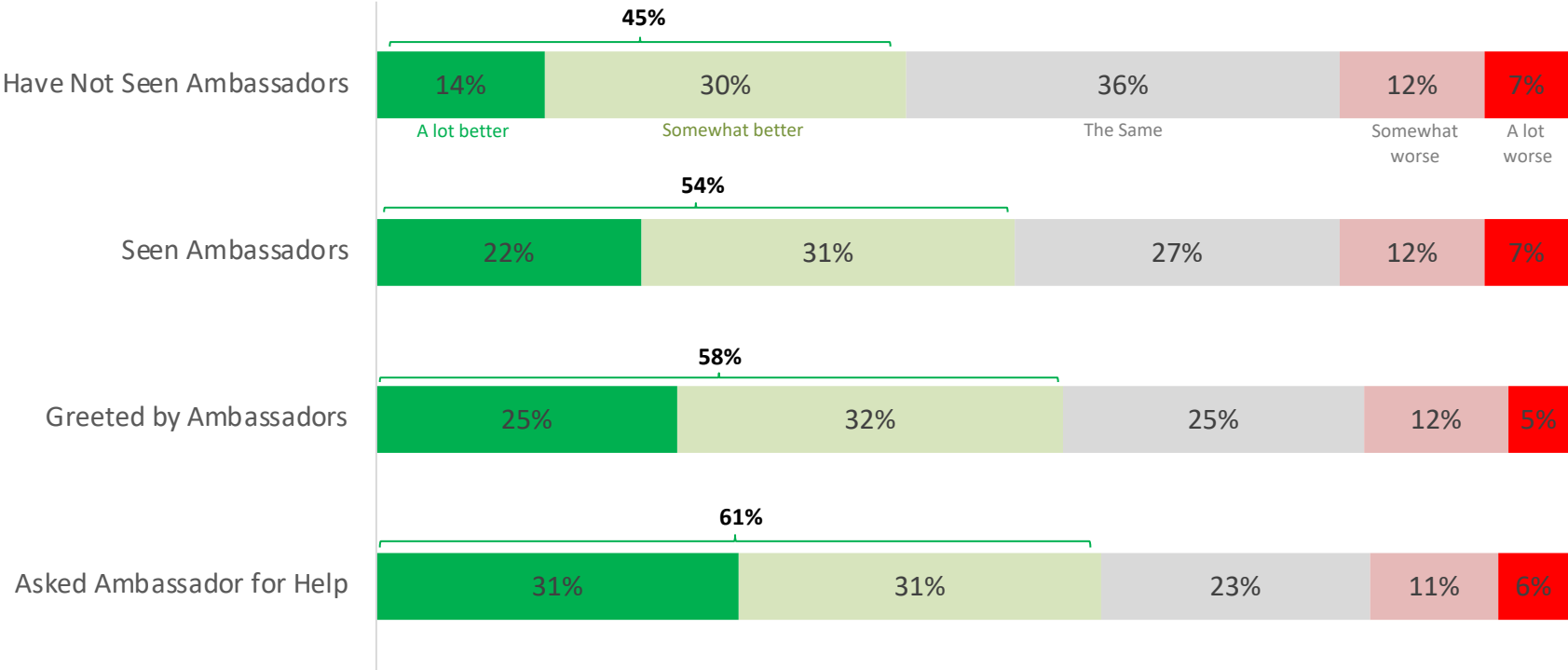
Source: Ambassador Program Survey, July-Aug 2023  
 Q: What has made your Metro riding experience better?  
 Q: How could we make the Ambassador program better?

Ambassador Program Goal:

**Improve Customer Experience**

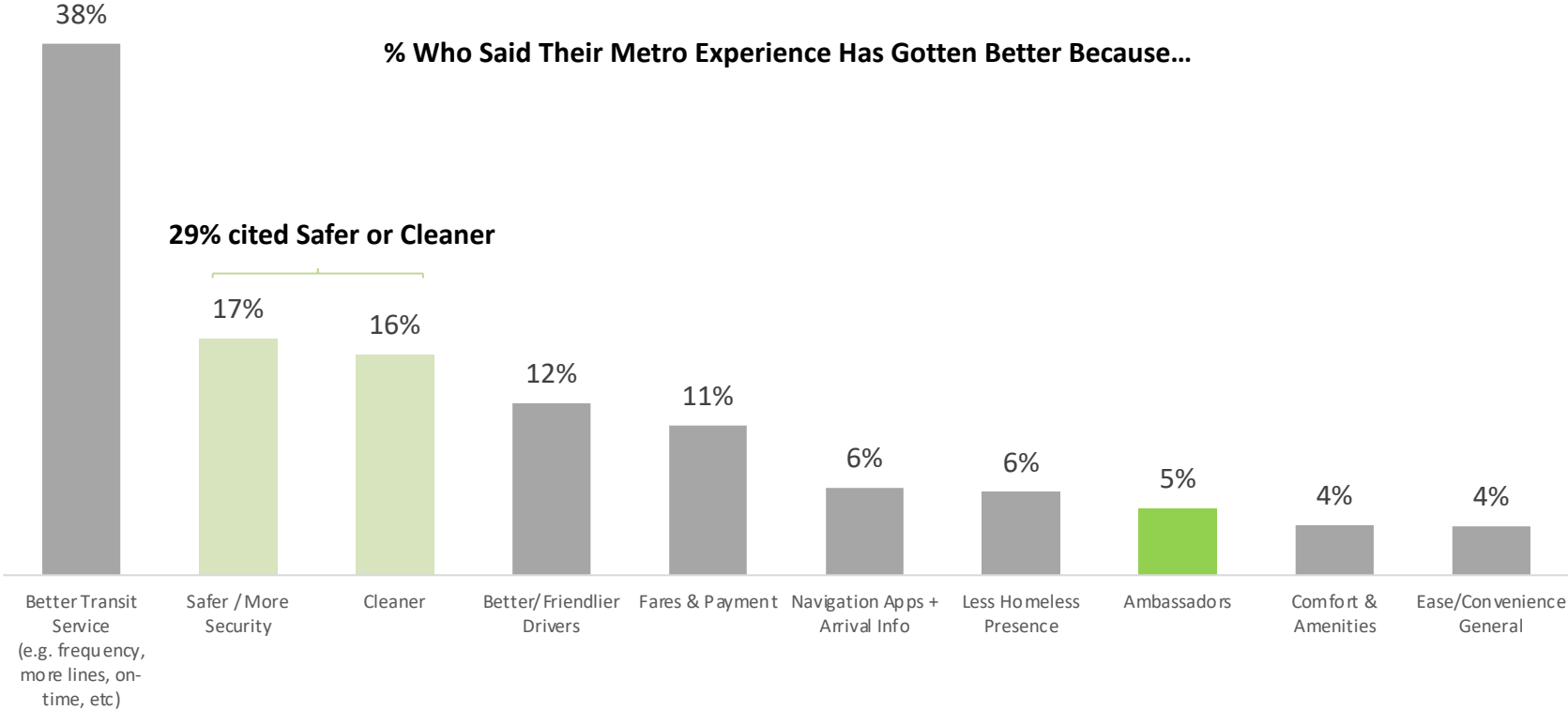
# Riders who have seen or interacted with Ambassadors are more likely to feel their Metro riding experience has improved.

**% of Riders Who Believe the Overall Metro Riding Experience Has Improved in Past Year**



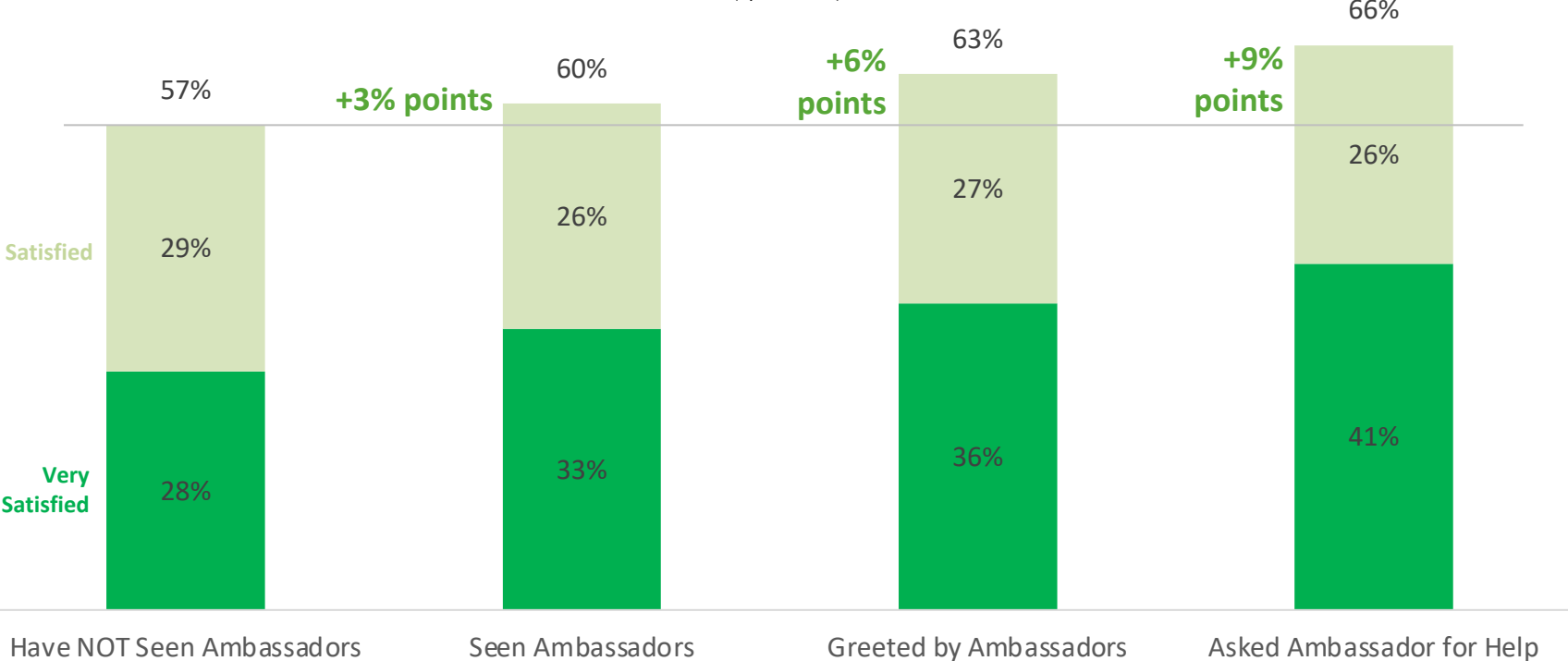
# Unprompted, some cited Ambassadors as the reason for improved riding experience.

29% mentioned the system being cleaner or safer, to which Ambassadors have contributed.



# Riders who have had more interaction with Ambassadors have higher satisfaction levels

**% Are Satisfied with Metro Riding Experience**  
(Systemwide)



Source: Ambassador Program Survey, July-Aug 2023  
Q: Thinking about your experiences during your entire journey door-to-door and all your interactions with Metro [INSERT "Bus" OR "Rail" BASED ON ASSIGNMENT AT HIDDEN\_VARIABLE\_MODE\_ASSIGNMENT], how satisfied are you with Metro [Bus/Rail]? n=11,337

# Areas for Potential Program Improvement



# While Ambassadors are easy to distinguish visually, not everyone knows how Ambassadors can help them.

## % Who Agree

Agree Strongly

Agree Somewhat

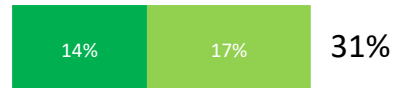
It is easy to tell Ambassadors apart from other Metro employees, security, and law enforcement



I don't know what Ambassadors do



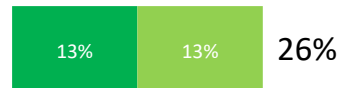
I don't know how Ambassadors can help me



Less Likely to Know How Ambassadors Can Help Them

- Hispanics/Latinos (38%)

Ambassadors don't do everything I want them to do



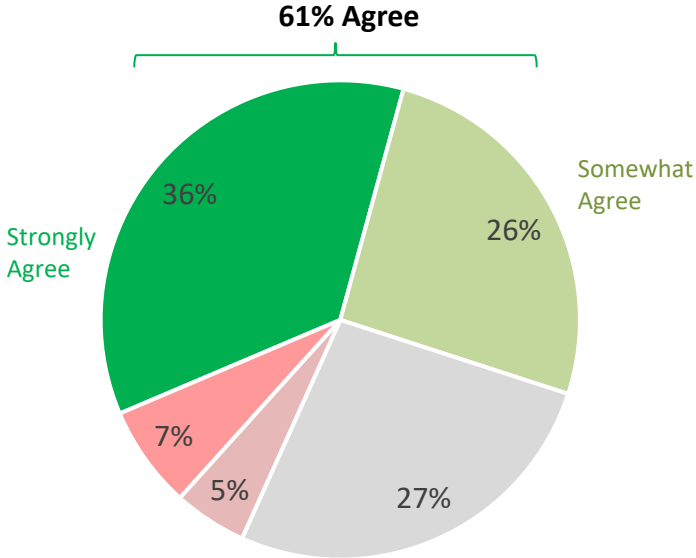
## When asked how riders would like see the Ambassador program improved, some key themes emerged:

Expand to Other Areas	Expand Hours at Night	Clarify What Ambassadors Do	Less standing around talking, on phone	More knowledge of routes & arrivals	Help with additional duties that are currently out of scope
<p><i>Hire more people. I have seen them at significant stations but I'd like to see them at more stations and stops.”</i></p> <p><i>Rotate them thru a wider range of lines.</i></p>	<p><i>Put them on the subways after dark.</i></p> <p><i>Have them available at night would be helpful too.</i></p>	<p><i>More clarity for the average rider on how they can help us.</i></p> <p><i>Make it more clear what they do</i></p> <p><i>Inform the riders about what they do</i></p>	<p><i>Ambassadors could move around more. Often I see several standing and talking among themselves.</i></p> <p><i>Hire those who want to do the job rather than just standing around...</i></p> <p><i>Space them out more. I see clumps of Ambassadors</i></p>	<p><i>Mandatory training and hiring process to ensure that ambassadors are knowledgeable of the various metro lines and routes</i></p> <p><i>Give information about each metro line or bus line</i></p> <p><i>Them having access to real time information</i></p>	<p><i>Have them kick out rude/aggressive people.</i></p> <p><i>Deputizing them and helping get all the homeless off the buses and the trains</i></p> <p><i>Maybe help out a bit with the cleanliness of the train.</i></p>

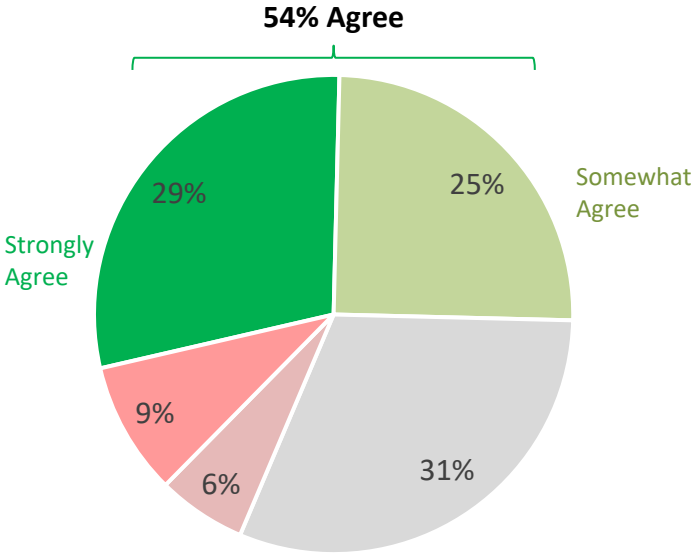
**Looking Forward**

# Most riders want more Ambassadors on Metro

**% Who Want to See More Ambassadors on Metro**  
(Among Those Who've Seen Ambassadors)



**% Who Say Ambassadors Make Them Want to Ride Metro More**  
(Among Those Who've Seen Ambassadors)



ATTACHMENT D – AMBASSADOR TRANSIT WATCH REPORTS

Ambassador Transit Watch Reports

10.1.22-9.30.23

ADA Assistance Needed – 7

Ancillary – 1

Cleanliness/Maintenance – 9,403

Elevator/Escalator – 2,670

Fight or Disturbance – 376

Homeless – 458

Indecent Exposure – 88

Non-Sexual Harassment – 34

Other – 439

Persons in Need – 138

Property Crimes Graffiti – 2,808

Property Crimes Theft – 22

Sexual Assault Physical – 11

Sexual Harassment-Non-Physical – 13

Smoking/Alcohol/Drugs – 721

Solicitation/Aggressive Panhandling – 18

Suspicious Activity – 170

Suspicious Activity Vehicle – 5

Unattended Bag – 81

Uncategorized – 8

Vending – 76

**Total - 17,547**

## Attachment E: Transit Agencies with Ambassador Programs

### USA Transit Agencies with Ambassador Programs

	<b>Agency</b>	<b>Service Area</b>	<b>Program Type</b>	<b>Hyperlink to Agency Website</b>	<b>Contracted or In house</b>
1	New York City Subway	New York City	Public Safety	No Link	In house
2	Chicago "L"	Chicago	Public Safety	No Link	In house
3	Washington Metro	Washington, D.C.	Customer service	<a href="#">Link</a>	In house
4	MBTA subway	Boston	Customer service	<a href="#">Link</a>	Contract
5	SEPTA	Philadelphia	Public Safety	No Link	Contract
6	Bay Area Rapid Transit (BART)	San Francisco Bay Area	Public Safety	<a href="#">Link</a>	In House
7	MARTA rail	Atlanta	Customer service	No Link	In house. Current Employees only
8	Metrorail	Miami	Customer service	<a href="#">Link</a>	Volunteer
9	PATCO Speedline	Philadelphia, southern New Jersey	Public Safety	<a href="#">Link</a>	In house
10	GCRTA Rapid Transit	Cleveland	Public Safety	<a href="#">Link</a>	In House
11	Sound Transit	Seattle	Customer service	<a href="#">Link</a>	In house



**Metro**

Los Angeles County  
Metropolitan Transportation Authority

One Gateway Plaza  
Los Angeles, CA 90012-2952

213.922.2000  
metro.net

**REVISED**  
**EXECUTIVE MANGEMENT & AUDIT COMMITTEE**  
**APRIL 17, 2014**

**SUBJECT: LIVING WAGE POLICY & SERVICE CONTRACT WORKER  
RETENTION POLICY**

**ACTION: APPROVE ADOPTION OF LIVING WAGE & SERVICE CONTRACT  
WORKER RETENTION POLICY**

**RECOMMENDATION**

- A. Adopt a Living Wage Policy as specified in Attachment A
- B. Adopt a Service Contract Worker Retention Policy as specified in Attachment A

**ISSUE**

On December 5, 2013, the Board introduced a Motion by Directors Garcetti, Molina, Dupont-Walker, and Krekorian for staff to evaluate and commit to providing an equitable wage structure for workers on all Metro landscaping and irrigation maintenance service contracts. (Attachment B) By implementing a Living Wage Policy Metro will ensure minimum levels of compensation, which will provide employees a higher standard of living, and improve the level of services provided to the public.

The Motion also requested staff conduct an analysis on adopting and implementing a service contract worker retention policy, which will retain, for transition purposes, core employees of the previously employed contractor for a period of no more than 60 days.

**DISCUSSION**

**Living Wage Policy**

Currently, Metro does not have a Living Wage Policy because landscape and irrigation maintenance contracts are subject to State and/or Federal prevailing wages. The State and/or Federal prevailing wage determinations are identified for each project based on the state and county that the project is located. All of Metro's service contracts are located within Los Angeles County. In addition, staff conducted research to identify other major transit properties that have a living wage program. The properties surveyed included:

- Bay Area Transit Authority (BART)
- Chicago Transit Authority (CTA)
- Dallas Area Rapid Transit (DART)
- Metropolitan Atlanta Rapid Transit Authority (MARTA)
- Metropolitan Transportation Authority – New York (MTA-NY)
- Orange County Transportation Authority (OCTA)
- Washington Metropolitan Area Transit Authority (WMATA)

Out of the agencies surveyed, WMATA was the only agency with a living wage policy. WMATA’s living wage policy is applicable to service contracts awarded in excess of \$100,000 with rates ranging from \$12.50 to \$13.65 per hour, which is less than LAWA’s rates proposed for Metro’s policy.

Staff reviewed the City of Los Angeles’ Living Wage Ordinance, the Los Angeles World Airport Living Wage Ordinance and the County of Los Angeles’ Living Wage Program to determine the feasibility of developing and implementing a similar program at Metro.

After review of rates paid by the agencies surveyed, and the types of contracts awarded, staff found that LAWA had the highest wage rate. The Living Wage Ordinance/Programs of the agencies surveyed in Los Angeles County, applies only to service contracts. Metro staff proposes to use LAWA’s higher wage rates and take the best elements of all three agencies surveyed to develop Metro’s policy.

	<b>Current Hourly Rate</b>	<b>Health Benefits</b>	<b>Total Hourly Rate</b>
City of Los Angeles Living Wage Ordinance	10.91	1.25	12.16
Los Angeles World Airport Living Wage Ordinance	10.91	4.76	15.67
Los Angeles County Living Wage Program	9.64	2.20	11.84

DEOD met with County Counsel on the appropriate type of policy, program or ordinance that would be feasible to develop Metro’s living wage policy. County Counsel concurs that it would be feasible for Metro to implement a living wage policy verses an ordinance that will allow for administrative changes, if needed.

The types of contracts that would be subject to the living wage policy are:

- Weed Abatement and Debris Removal
- Asphalt and Concrete Repair
- Tree Trimming



- Landscaping
- Trash Collection
- Pest Control
- Freeway Beautification
- Security Guard Services (not prevailing wages)

Service Contract Worker Retention Policy

Staff reviewed the City of Los Angeles', Los Angeles World Airports, worker retention programs to determine the feasibility of developing a worker retention policy for Metro. The County of Los Angeles does not have a Worker Retention Program. The aforementioned agencies all have a worker retention period of 90 days. Though the Board requested a retention period of 60 days, based on the analysis of the above agencies and similar types of contracts awarded by Metro, staff is recommending a worker retention period of no more than 90 days.

Adoption of Living Wages on Orange Line Contract

Staff has researched the Board's request to apply the City of Los Angeles' living wage rates on the Orange Line Landscape and Irrigation Maintenance contract number OP3367-3127R. The Orange Line contract was cancelled due to safety reasons. Staff will ensure that the Living Wage language and rates are included in the revised request for proposal for this project.

**DETERMINATION OF SAFETY IMPACT**

Approval of this item will have no direct impact on the safety of Metro's employees and customers.

**FINANCIAL IMPACT**

Motion # 36 was introduced by the Board based on the low hourly wage rate of the Landscape Maintenance Laborer classification (state classification). The current hourly wage rate for Landscape Maintenance Labor, in the Department of Industrial Relations (DIR) wage determination, for Los Angeles County is \$9.15. Upon Board approval of the Living Wage Policy, the living wage rate of \$15.67 will be applicable; which is a \$6.52 increase per hour for each employee working under the Landscape Maintenance Laborer classification (the increased amount listed does not include overhead costs).

**ALTERNATIVES CONSIDERED**

1. Work with the Department of Labor (DOL) to assign a trade classification and hourly rate when the wage determination applicable to the project does not show a

classification. This is not recommended because this option requires the awarding body to submit a request in writing to the DOL to review the scope of work and assign a classification and hourly rate. Requests must be submitted for a classification for each contract awarded. Responses from the DOL often take upward of 6 months. This will have a negative impact on procurement schedules due to the delay associated with the DOL process.

2. Delay the adoption of a Service Contract Worker Retention Policy. This is not recommended because it would not allow for transition of employees, thereby causing loss of core employees that were employed by the previous contractor.

### **NEXT STEPS**

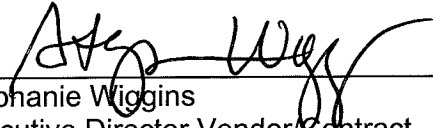
Upon approval staff will implement the Living Wage Policy and the Service Contract Worker Retention Policy effective July 1, 2014.

Upon Board approval, the Living Wage Policy and Rates will be applicable on new service contracts over \$25,000, effective July 1, 2014.

### **ATTACHMENTS**


- A. Metro Living Wage Policy and Metro Service Contract Worker Retention Policy
- B. Motion #36 by Directors Garcetti, Molina, Dupont-Walker, & Krekorian

Prepared by: Wendy L. White, Principal Labor Compliance Representative  
(213) 922-2648



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Stephanie Wiggins  
Executive Director Vendor/Contract  
Management



---

Arthur T. Leahy  
Chief Executive Officer

# REVISED

## ATTACHMENT A

### LIVING WAGE AND SERVICE CONTRACT WORKER RETENTION POLICY

#### I. BACKGROUND

On December 5, 2013, the Los Angeles County Metropolitan Transportation Authority (Metro) board introduced a motion for staff to evaluate and commit to providing an equitable wage structure for workers on all Metro landscaping and irrigation maintenance services contracts. By implementing a Living Wage Policy Metro will ensure minimum levels of compensation, which will provide workers a higher standard of living, and improve the level of services provided to the public.

The Motion also requested staff conduct an analysis on adopting and implementing a service contract worker retention policy which will retain, for transition purposes, employees of the previously employed contractor for a period of no more than ninety (90) days.

#### II. LIVING WAGE POLICY

##### A. Payment of Minimum Compensation to Employees

It is the policy of Metro that persons doing work on, for or on behalf of Metro be paid a living wage, be provided with or are able to afford health benefits, have reasonable time off, not be subject to lay off merely because Metro changes contractors and should work in an environment of labor peace.

Metro has adopted living wage rates adopted by the Los Angeles World Airports (LAWA). These rates will be reviewed each fiscal year, no later than the July 5<sup>th</sup> to determine if any adjustment should be made based on any change as of June 30<sup>th</sup> of the previous fiscal year.

If the contract is subject to a federal or state prevailing wage requirement, the highest of the three wage rates shall apply. Proof of the provision of benefits must be submitted to Metro with the executed contract.

##### B. Compensated Time Off to Employees

The contractor or subcontractor shall provide twelve (12) days of compensated time off per year for full time employees, and six (6) days of compensated time off for part time employees, who meet the criteria set forth in this policy as a covered employee. Paid holidays, paid sick days, paid vacation and paid personal days shall count toward the required twelve (12) or six (6) days.

#### III. SERVICE CONTRACT WORKER RETENTION POLICY

##### 1. Application

**The employee retention requirements under this policy will apply to contracts (subject to this policy) which are greater than \$25,000 and provide for the continuation of a service currently provided by another contractor, including the following contracts:**

- a. **Weed Abatement and Debris Removal**
- b. **Asphalt and Concrete Repair**
- c. **Tree Trimming**
- d. **Landscaping**
- e. **Trash Collection**
- f. **Freeway Beautification**
- g. **Security Guard Services (not subject to prevailing wages)**
- h. **Any other service contract determined by Metro to meet the intent of this policy**

**2. Retention Employee**

**Any person employed by the predecessor contractor or any subcontractor to the predecessor contractor who:**

- a. **Provides direct labor or service on a Metro contract**
- b. **Is not an "exempt" employee under the Fair Labor Standards Act**
- c. **Has been employed for at least the twelve (12) month period prior to the date of the new contract by the predecessor service contractor or subcontractor and is paid less than \$15.00 per hour**

**3. Employment**

**Employment shall be offered to all qualified retention employees.**

- a. **The new service contractor or subcontractor may deem a retention employee not to be qualified only if:**
  - i. **The employee has been convicted of a crime that is related to the job or to his or her job performance**
  - ii. **The contractor can demonstrate to Metro that the employee presents**
  - iii. **a significant danger to customers, co-workers, or Metro staff**

- b. The new service contractor or subcontractor may treat any of its current employees as retention employees for purposes of this policy who, based on payroll records or other reliable evidence can be shown to the satisfaction of Metro:
  - i. Have been employed for at least the twelve (12) month period prior to the date of the new contract by the contractor or subcontractor
  - ii. Would otherwise need to be terminated as a result of this program
- c. In the event that the service contractor or subcontractor does not have enough positions available for all qualified retention employees and its current eligible retention employees, the service contractor or subcontractor will hire the predecessor contractor's qualified retention employees and retain its current employees who are eligible for retention under this Policy based on seniority within each employment classification.

For any positions that become available during the initial ninety (90) day period of the new contract, the service contractor or subcontractor will hire qualified retention employees and rehire its current employees who are eligible for retention under this Policy based on seniority within each employment classification.

#### IV. RETENTION

Qualified employees of the predecessor contractor may not be discharged without cause during the initial ninety (90) day period of their employment under the new contract.

Each such qualified retention employee who receives a satisfactory performance evaluation at the end of the initial ninety (90) day period of employment will be offered continued employment under terms and conditions established by the contractor or subcontractor for all of its employees.

#### V. THIRD TIER REVIEW

With respect to requests for proposals regarding contracts identified in Section III (1) all proposers shall be required to undergo what is commonly referred to as a Employee Retention Plan. This is the process under which Metro considers the proposer's history as an employer and working condition commitments in evaluating the proposals. All proposers will be required to address the following in their Employee Retention Plan:

##### 1. Compensated Days Off

The proposal shall describe the compensated days off per year, including holidays, sick leave, vacation and personal leave.

**2. Employee Retention Requirements**

The proposer will be required to provide requested information and documentation with regard to staffing needs under the contract and how many, if any, of its current employees would need to be considered for retention purposes.

**3. Covered Employees**

Any person employed by the contractor or any subcontractor, notwithstanding the location of the person, who:

- a. Is not a person who provides volunteer services, that are uncompensated except for reimbursement of expenses such as meals, parking or transportation;
- b. Expends at least half of his or her time on work for Metro;
- c. Is at least eighteen (18) years of age

**VI. ADMINISTRATION**

Metro's Diversity & Economic Opportunity Department shall monitor compliance, including the investigation of claimed violations, and may promulgate additional regulations consistent with this Policy.

**VII. REPORTS**

The Labor Compliance Administrator of the Diversity & Economic Opportunity Department shall file an annual report on compliance with the Metro Board.

**VIII. PROPOSAL AND CONTRACT LANGUAGE**

All proposals and Metro contracts subject to this policy shall contain the following paragraph or substantially equivalent language:

**1. Living Wage Policy**

The contract is subject to Metro's Living Wage Policy and any implementing regulations. The Policy requires among other things, that unless specific exemptions apply, all employers, as defined, under service contracts shall provide payment of a minimum level of compensation to employees, which include the cost of health benefits and a minimum number of days of compensated time off. Failure to provide the living wage compensation and compensated time off may result in termination of the contract or recommendation for debarment from future

contracts. The service or labor contract shall include the employee retention requirement set forth in this Policy, if applicable.

## 2. Service Contractor Worker Retention Policy

This Contract may be subject to the Service Contractor Worker Retention Policy ("SCWRP") which is incorporated herein by reference. If applicable, Contractor must also comply with the SCWRP which requires that, unless specific exemptions apply, all employers under contracts that are primarily for the furnishing of services to or for the Los Angeles County Metropolitan Transportation Authority (Metro) and that involve an expenditure or receipt in excess of Twenty-Five Thousand Dollars (\$25,000) and a contract term of at least three (3) months, shall provide retention by a successor contractor for a ninety-day (90-day) transition period of the employees who have been employed for the preceding twelve (12) months or more by the terminated contractor or subcontractor, if any, as provided for in the SCWRP. Metro has the authority to terminate this Contract and otherwise pursue legal remedies that may be available if Metro determines that the subject contractor violated the provisions of the SCWRP.

## IX. RETENTION PROGRAM

To the extent Metro is able to obtain the information, Metro will provide the service contractor or subcontractor with a list of names, addresses, dates of hire and employment classifications for all covered employee of the outgoing service contractor or subcontractor who are interested in continued employment.

Contracts entered into after the adoption of this Policy shall obligate the contractor or subcontractor to provide names of all qualified retention employees at the end of the contract.

## X. ENFORCEMENT

The service contract agreement shall provide that if a violation of any provision of this Policy occurs and is not corrected after written notice, Metro may, at its option, take any or all of the following actions:

1. Suspend and/or terminate the contract agreement for cause;
2. Require the employer to pay any amounts underpaid in violation of the required payments and Metro's administrative costs and liquidated damages.
3. Debar the contractor or subcontractor from future Metro contracts.

## XI. DEFINITIONS



- Awarding Authority means that subordinate or person of Los Angeles County Metropolitan Transportation Authority - Metro (such as a department) that awards or is otherwise responsible for the administration of a service contract.
- Contractor means any person who enters into a service contract with Metro
- Employee means any person -- who is not a managerial, supervisory, or confidential employee and who is not required to possess an occupational license – who is employed (1) as a service employee of a contractor or subcontractor on or under the authority of one or more service contracts and who expends any of his or her time thereon, including but not limited to: weed abatement, debris removal, asphalt and concrete repair, tree trimming, landscaping, trash collection, pest control and freeway beautification.
- Employee Service Contractor Worker Retention Policy for purposes of applying the provisions of the Service Contractor Worker Retention Policy includes only those employees of a contractor or subcontractor who work on or under the authority of a Metro service contract and who meets all the following requirements: (1) earns under \$15 per hour for work performed on or under the authority of the service contract; (2) has been employed with the contractor or subcontractor for the preceding 12 months; and (3) whose primary place of employment is under the authority of the service contract.
- Person means any individual, proprietorship, partnership, joint venture, corporation, limited liability company, trust, association, or other entity that may employ individuals or enter into contacts.
- Service Contract means a contract in excess of \$25,000 and in duration of three months or longer awarded to a contractor by Metro, primarily for the furnishing of services to or for Metro.
- Subcontractor means any person not an employee that enters into a contract (and that employs employees for such purpose) with a contractor or subcontractor to assist the contractor in performing a service contract. Thus, vendors of a service contractor are not regarded as “subcontractors” for this purpose.
- Successor Contract means a contract to provide services that are substantially similar to the services provided by a prior, recently terminated contract. A service contract will be considered a “recently terminated” contract subject to the SCWRP if, at the time the contract is being terminated, the awarding

department planned to put into place, or contemplated putting into place, another contract to provide for services that are substantially similar to those provided under the contract being terminated. The resulting contract to provide those substantially similar services is subject to the SCWRP as a successor contract. If there is doubt to whether the services to be performed under a new contract are substantially similar to those performed under a recently terminated contract, the DEOD, Procurement and Project Manager shall determine the issue considering Metro proprietary interest in the continuity of services.

- Successor Contactor means a contactor that is awarded a contract to perform services that are substantially similar to the services performed under a recently terminated or completed contact.
- Terminated Contractor a service contractor whose service contract has been recently terminated. It also includes a subcontractor to a service contractor if the contactor is subject to the SCWRP and the service contract between the contractor and its subcontractor is terminated prior to the end of the termination of the Metro service contract.
- Willful Violations means that the employer knew of his, her, or its obligations under the article and deliberately failed or refused to comply with its provisions.

###

## **ATTACHMENT B**

### **MOTION BY:**

**MAYOR ERIC GARCETTI, SUPERVISOR GLORIA MOLINA &  
DIRECTOR JACQUELYN DUPONT-WALKER**

**Item 36.1 – Landscape & Irrigation Maintenance Services –**

### **Living Wage Policy**

MTA contracts out landscaping and irrigation services for almost all bus and rail facilities and properties.

Much of this work requires a skilled workforce that are properly trained to perform quality landscaping and irrigation services.

Current MTA practice and contracting policy contracts out landscape and irrigation maintenance services.

The MTA needs to evaluate and commit to providing an equitable wage structure for the workforce that provides these type of services.

Both the City and County of Los Angeles are committed to providing a to their contract employees.

The current City of Los Angeles Living Wage Ordinance requires that employees earn a minimum hourly wage of \$10.91, plus an additional \$1.25 in health benefits or cash, as well as access to paid and unpaid time off.

These elevated minimum levels of compensation provide employees with a higher standard of living, and improve the level of services provided to the public.

MTA does not have an adopted living wage ordinance because the agency's service contracts are subject to state prevailing wages.

While the vast majority of contract workers covered by prevailing wage earn well above the County and the City's living wage rates, employees

working under the classification of Landscape Maintenance Laborer earn less.

These workers earn a minimum hourly rate of \$9.145 in accordance with the California Director of Industrial Relations' General Prevailing Wage Determination.

The MTA should also explore opportunities to retain high skilled workers similar to the City of Los Angeles's "Living Wage and Service Contractor Worker Retention" requirements.

WE THEREFORE MOVE THAT THE MTA CEO:

1. Report back on the feasibility of adopting a living wage ordinance for MTA and provide an analysis that includes a review of which contracts would be subject to the living wage ordinance.
2. Consider and provide recommendations on a service contract worker retention program which retains, for transition purposes, core employees of the previously employed contractor for a period of no more than days.
3. Apply the City of Los Angeles' living wage rates to the Orange Line landscape maintenance contract before us today.
4. Report back at the March 2014 Board meeting on all the items listed above.

###

# Metro Ambassador Pilot Program Evaluation

Operations, Safety & Customer Experience Committee  
October 19, 2023

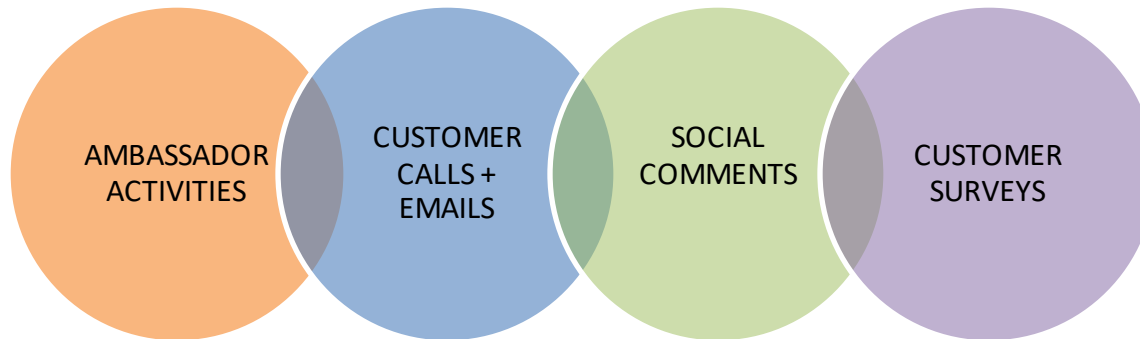


# AMBASSADOR PROGRAM OBJECTIVES AND EVALUATION

The program is designed with the following objectives:

- **Improve perceptions of safety** by providing a visible presence on the system to enhance riders' sense of personal safety and security. For issues that require special intervention, Ambassadors alert the elements of our public safety ecosystem:
  - Law enforcement regarding incidents of crime;
  - Metro transit security officers for code of conduct compliance;
  - Homeless outreach teams and crisis intervention teams who provide care-first support for vulnerable riders; and
  - Cleanliness and elevator/escalator maintenance issues that, if not promptly addressed, make stations, trains, and buses feel less safe.
- **Improve customer experience** by helping riders more confidently navigate the system, anticipate their needs, proactively engage and connect with customers, and connect vulnerable riders to resources.

## HERE'S WHAT WE LOOKED AT:



## Overall, Ambassadors have...

### Significantly increased Metro face-to-face customer service interactions

$$174,751 + 502,656 = 677,407$$

Customer Center Visits                      Ambassador Interactions with riders (beyond a greeting)

### Improved response times by reporting cleanliness and maintenance issues

$$9,404 + 2,809 + 2,671$$

Cleanliness/ maintenance issues                      Graffiti Sightings                      Escalator/Elevator Problems

### Alerted first responders and outreach teams

$$1,785 + 381$$

Safety-related submissions on Transit Watch App                      Phone calls to 911 or Metro's Security Operations Center

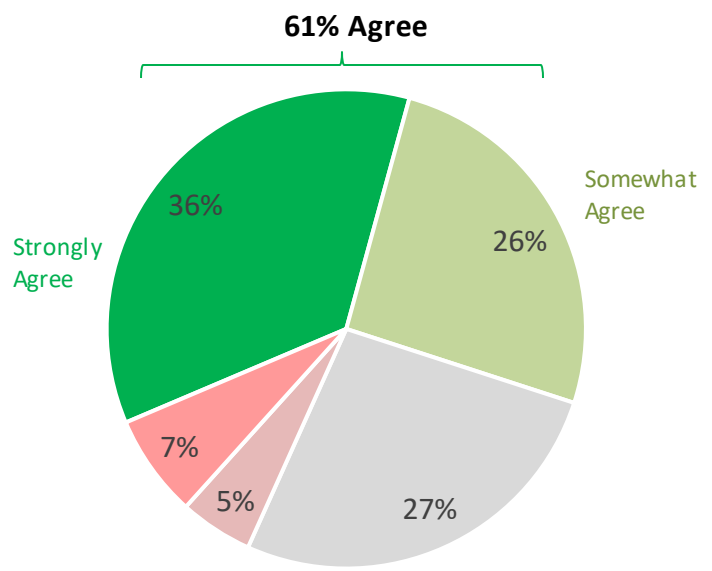
### Saved 72 Lives

$$52 + 20 = 72$$

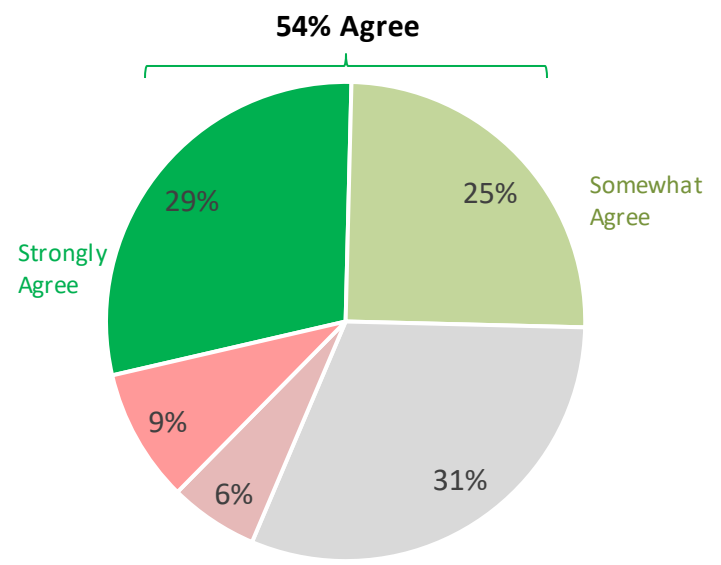
Lives saved using Narcan since April                      Lives saved using CPR, suicide intervention, etc.

## Most riders want more Ambassadors on Metro

**61% Want to See More Ambassadors on Metro**  
(Among Those Who've Seen Ambassadors)



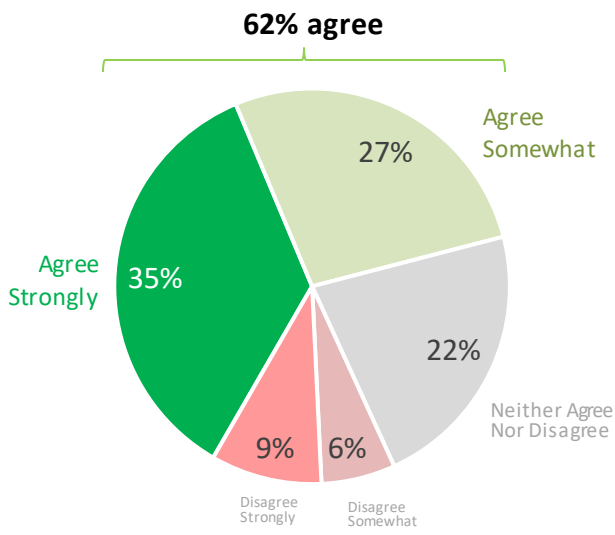
**54% Say Ambassadors Make Them Want to Ride Metro More**  
(Among Those Who've Seen Ambassadors)





## Most riders agree that seeing Ambassadors on Metro makes them feel safer

**62% Agree**  
**Seeing Ambassadors Makes Them Feel Safer**  
(Among Those Who Have Seen Ambassadors)



I think the presence of Metro ambassadors has helped discourage illegal activity on the train

Rider, Pasadena

The ambassadors have cleaned up the environment some.

Rider, Westlake

I think the new metro ambassadors at the stations has really helped the cleanliness and overall safety of the stations and trains

Rider, Glendale

I haven't been on the Metro in over 5 years and I remember hating it because it felt unsafe. Now I absolutely love it because I feel safe and welcomed with the Ambassadors and security you have staffed.

Rider, Rampart Village

- More Likely to Agree Ambassadors Make Them Feel Safer:
- Asian/Pacific Islanders (70%)
  - Hispanics/Latinos (68\*)
  - Women (66%)
  - Under \$25K HHI (66%)

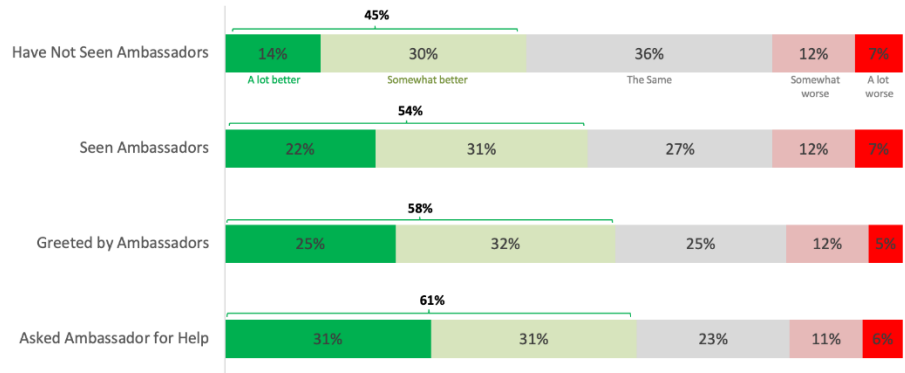
Source: Ambassador Program Survey, July-Aug 2023  
Q: How much do you agree or disagree with the following statements? n=5,889  
Q: What has made your Metro riding experience better?



# Ambassadors appear to Improve the Customer Experience

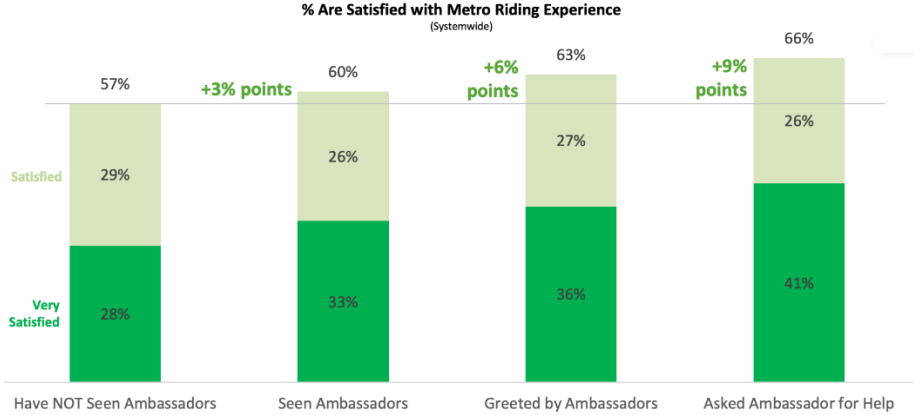
Riders who have seen or interacted with Ambassadors are **more likely** to feel their Metro riding experience has improved.

% of Riders Who Believe the Overall Metro Riding Experience Has Improved in Past Year



Source: Ambassador Program Survey, July-Aug 2023  
 Q: Is your overall Metro riding Experience, including both bus and rail, better than, worse than, or the same as it was a year ago? n=11,337

Riders who have had **more interaction** with Ambassadors have **higher satisfaction levels**



Source: Ambassador Program Survey, July-Aug 2023  
 Q: Thinking about your experiences during your entire journey door-to-door and all your interactions with Metro [INSERT "Bus" OR "Rail" BASED ON ASSIGNMENT AT HIDDEN\_VARIABLE\_MODE\_ASSIGNMENT], how satisfied are you with Metro [Bus/Rail]? n=11,337



When we asked riders how they would like see the Ambassador program improved, some key themes emerged:

Expand to Other Areas	Expand Hours at Night	Clarify What Ambassadors Do	Less standing around talking, on phone	More knowledge of routes & arrivals	Help with additional duties that are currently out of scope
<p><i>Hire more people. I have seen them at significant stations but I'd like to see them at more stations and stops."</i></p> <p><i>Rotate them thru a wider range of lines.</i></p>	<p><i>Put them on the subways after dark.</i></p> <p><i>Have them available at night would be helpful too.</i></p>	<p><i>More clarity for the average rider on how they can help us.</i></p> <p><i>Make it more clear what they do</i></p> <p><i>Inform the riders about what they do</i></p>	<p><i>Ambassadors could move around more. Often I see several standing and talking among themselves.</i></p> <p><i>Hire those who want to do the job rather than just standing around...</i></p> <p><i>Space them out more. I see clumps of Ambassadors</i></p>	<p><i>Mandatory training and hiring process to ensure that ambassadors are knowledgeable of the various metro lines and routes</i></p> <p><i>Give information about each metro line or bus line</i></p> <p><i>Them having access to real time information</i></p>	<p><i>Have them kick out rude/aggressive people.</i></p> <p><i>Deputizing them and helping get all the homeless off the buses and the trains</i></p> <p><i>Maybe help out a bit with the cleanliness of the train.</i></p>

# Let's Hear From Some Customers and Ambassadors



### Benefits of bringing the Transit Ambassador Program In-House:

- **Retention:** As represented Metro employees, Ambassadors would have access to enhanced career opportunities such as promotion opportunities across the agency, improved health and retirement benefits, access to Metro's suite of training courses, and job security. The current retention rate of Ambassadors is 73% vs the current retention rate of represented Metro employees at 86%.
- **Streamline Administration:** With several vendors, managed by a small in-house team, the administration (e.g., ID badge issuance and replacement) can be cumbersome.
- **Improve Efficiency:** Opportunities for improved service through uniformity in issued technology, pre-employment background checks, training, SOPs, and policies that are currently slightly different depending on the vendor.
- **Improve Teaming:** Opportunities for closer collaboration with other Metro employees, particularly those who are a part of the multi-layer approach to safety.

# RECOMMENDATIONS

## CONSIDER:

- A. RECEIVE AND FILE the Evaluation of the Pilot Transit Ambassador Program (Ambassador Program); and
- A. Authorize the CEO to make the Transit Ambassador Program permanent and transition the program in-house over the next 12 months.

**Thank you**

## Transit Ambassador Contracts Language:

### TERMINATION FOR CONVENIENCE OF LACMTA

- The performance of the Services under the Contract may be terminated, with or without cause, at any time, in whole or in part, as determined by LACMTA in its sole discretion. Such termination will be accomplished by delivery of a Notice of Termination to the Contractor, specifying the extent to which performance of the Services under the Contract shall be terminated and the date upon which such termination shall become effective.
- If the termination is for the convenience of LACMTA, Contractor shall submit a final invoice within 60 days of termination and upon approval by LACMTA. Upon failure of the Contractor to submit its termination claim within the time specified, LACMTA will determine the amount due the Contractor, if any, on the basis of information available, and will pay the Contractor the amount so determined.
- Subject to the provisions of the above Subsection, the Contractor and LACMTA may agree upon the total or partial amount to be paid to the Contractor by reason of the total or partial termination of the Services pursuant to this Section. The Contract will be amended or revised accordingly, and the Contractor will be paid the agreed-upon amount.



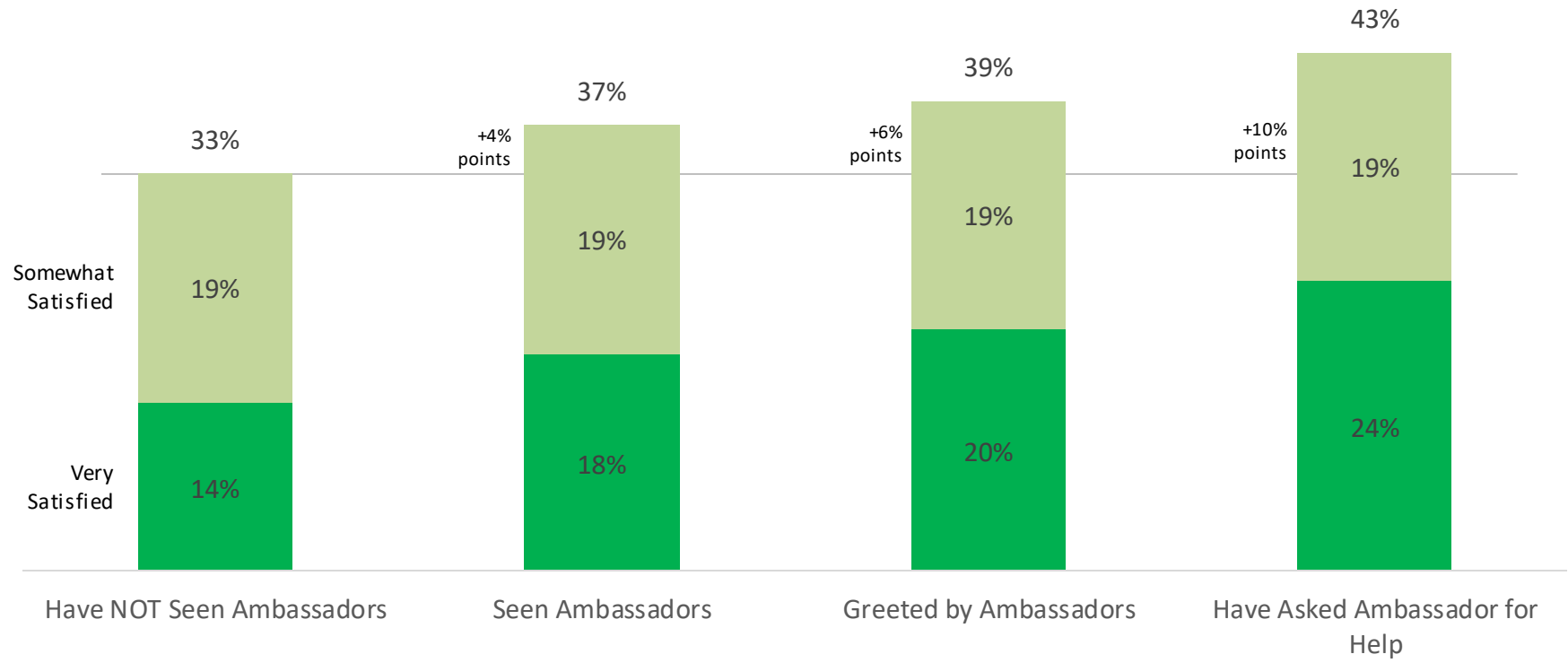
### Living Wage and Service Contract Worker Retention Policy

Metro's Board adopted Living Wage and Service Contract Worker Retention Policy (Attachment E) mandates that employers under Metro service contracts, meeting specific criteria concerning value and duration, must ensure the retention of workers by the successor contractor. Staff believe this policy should be applicable to Metro as well when the agency assumes the role of the successor employer.

Therefore, should the Board approve the permanency of the Transit Ambassador Program, staff will work with the two contractors currently providing ambassadors to facilitate the transition of these employees into Metro as permanent employees.

## Those who have interacted with Ambassadors are more satisfied with safety from crime

% Are Satisfied with Safety from Crime



## Metro Ambassador Deployment

Most Ambassadors are deployed as riding and roving teams to support customers where they feel most uneasy. Fixed-post deployment overlay to support big events, disruptions, and special security deployments including the following:

### Special events

- Taste of Soul
- USC Festival
- CicLaVia
- Taylor Swift Concert Series
- 2023 Train Festival
- NYE Grand Park Celebration
- LAUS Tree Lighting Event
- Rose Parade
- Academy Awards
- Rams and Chargers games
- USC and UCLA football games
- LAFC soccer games
- NCAA Championship Football Game

### Service Disruptions

- Regional Connector Pre-revenue Testing Support
- Metro Bus Shake-Ups
- Union Station Flooding
- Redondo Beach Transit Center Service Transition
- Bus Bridge Support

### Security Deployments

- Anti-Drug Campaign (B/D lines)
- Surge deployment (B, D lines)
- Enhanced multi-layer deployment

# AMBASSADOR RESPONSIBILITIES

- Engage with customers.
- Assist with wayfinding.
- Call system safety or law enforcement if they see a safety incident.
- Support riders with life-saving CPR, NARCAN.
- Alert Metro of cleanliness and maintenance incidents using the Transit Watch App.
- Support Operations, CX and SSLE in event and special security deployments.

